



FOREWORD BY THE EXECUTIVE MAYOR

On adopting the 2010/11 IDP/Budget, the Greater Sekhukhune District Municipality reiterate its mandate of a better life for the people of Sekhukhune through the fast-tracking of basic services delivery to the needy. Underpinned by the State President's National address, the district will continue with its rural development programmes to improve productivity and the living conditions of the people in the rural areas more so because Sekhukhune District is 95% rural.

In Congruent with the outcomes of the Local Government Indaba held on the 21st -22nd October 2009, Sekhukhune district has together with its local municipalities welcomed changes that would assist to speedy-up service delivery in our areas. The Municipal Turnaround Strategy (MTAS) will abridge the gap that has been there on Managerial, budgetary and implementation constraints.

The MTAS will build strong and sustainable capacity and capability at the local sphere of government. This will strengthen the efficiency of government in the delivery of services not only to the people of Sekhukhune but also the people of South Africa particularly the rural masses. The MTAS will also strengthen the strategic document called the Integrated Development Planning (IDP) as the only business plan of the municipality for the successful delivery of services. It will assist municipalities to be more responsive to the needs of the local municipalities.

Subsequent to the above was the launching of the Limpopo Employment Growth and Development Plan. (LEGDP) that would take the Limpopo economy to a new path. The LEGDP will address the imbalances of the past through consolidation and continuity on areas of strength and bring change where there are weaknesses. The people of Sekhukhune district will reap growth through redistribution when there is sustained growth and descent job creation.

Lastly, our vision will remain "Oriented leader in service delivery" for the people of the Sekhukhune District in the sustenance of their livelihoods.

Sincerely

CLLR. M.D MAGABE
EXECUTIVE MAYOR



FOREWORD BY THE MUNICIPAL MANAGER

The Greater Sekhukhune District Municipality's (GSDM) 2010/11 IDP/Budget review flows from the adopted five year IDP/Budget of 2006/07 that geared towards the improvement of the quality of lives of its communities.

GSDM has a success story on physical and social infrastructure, notwithstanding the fact that there are still challenges in these areas. The success story does not undermine the fact that there are complex issues hampering development within the district.

Lack of bulk water supply that haunted the communities of this district will be addressed by the completion of the construction of De Hoop Dam in 2012. According to Limpopo Employment, Growth and Development Plan (LEDGP), Sekhukhune District has 42,0% of households with piped water from access point outside the yard while 15,2% households get water from a river or stream.

The dam will provide bulk water to numerable communities in the district and two-third of water backlog shall have been attended to. The Flag Boshielo Dam and other schemes in the district shall have been refurbished to the ultimate resolve of the water crisis in the district.

Roads infrastructure established has connected the district with different economically potential areas at all fronts (South, East, West, and North). The remaining challenge that will be addressed in the not distant future is the construction of access roads leading to and within the villages of Sekhukhune District.

The electrification process by Eskom has improved many homesteads in the district particularly in Ephraim Mogale, Elias Motsoaledi, Fetakgomo and Makhuduthamaga, without undermining the fact that Greater Tubatse remains with a huge electrification backlog. In many of the homesteads, the main challenge is the post connections as a result of newly established settlements and extensions.

The Sekhukhune populace has been living in abject poverty and underdevelopment for many decades. The agricultural plans that are put in place will be able to address some of these challenging phenomena of the past regime. The district will improve agricultural production in its rural milieu to reduce even the ailments that are caused by lack of food security.

The economic potential in Mining and Tourism sectors need more exploration to uplift the economy of this district. Partnership with other indispensable role players like Parastatals, State Owned Enterprises (SOEs) and Private Sectors would take the economy of this district to a new path.

Spatial Development Framework (SDF) remains a guiding document for the success of every plan envisaged in the district. Land is an invaluable asset for the growth of any economy. As a result every development will be done in a sustainable manner.

The new mandate that came up with the Municipal Turnaround Strategy (MTAS) to strengthen capacity and capability at local government level will assist a great deal in the delivery of services to communities in the District.

Regards

MAKUNYANE M.S
MUNICIPAL MANAGER

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1. INTRODUCTION

1.1. Background

The compilation of this 2010/11 Integrated Development Planning (IDP) documents for Greater Sekhukhune District Municipality has followed both an extensive internal and external consultation of various respective public participation tools with communities and stakeholders within the parameters of the District's sphere of operation. This document is a legislative mandate and a strategic planning instrument that guide and inform planning and development as well as decisions with regard to planning, management and development throughout the District. The Municipal systems Act (2000) provides the legal framework for municipal development planning to assist local government (District) to discharge its mandates. It is within this background that as a District we have engaged in processes, approaches and procedures of reviewing the 2009/10 IDP to inform the 2010/11 Budget and also to align with other programmes and projects from other spheres of government.

This 2010/11 IDP review cover analysis in areas where situation has changed and even to reprioritise issues, develop new objective, new strategies, new programmes and projects with reviewed budget allocation. The purpose of this review is to address areas that require additional attention like MEC's comments, comments from public hearing and imbizos, and also to update Financial Plan and Projects.

2. LEGAL PARAMETERS

IDP is a strategic development tool for municipalities to achieve their developmental mandates. Every municipality is required by law to develop and adopt its IDP through the legal framework outlined below:

2.1. Constitution of the Republic of South Africa (Act 108 of 1996)

Section 151 of the Constitution, states that developmental local government should make provision for a democratic and accountable government for local communities. Local government must promote a safe and healthy environment and encourage community involvement in matters of local government such as municipal health services, municipal transport, municipal roads, municipal parks and recreation.

Section 152 states that local government should ensure the provision of services to Communities in a sustainable manner and encourage the involvement of communities and community organizations in matters of local government.

Section 153 states that each municipality should structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community.

2.2. Development Facilitation Act (DFA) (Act 65 of 1995)

The DFA has formalised the restructuring of urban settlements and planning in South Africa. Its aim has been to expedite land development projects and to promote efficient and integrated land development. It states that municipalities should prepare the land Development Objectives (LDOs) on an annual basis.

Section 2 of the Act states that development initiatives are necessary for promoting integration in respect of social, economic, institutional and physical aspects of development, promoting integrated development in rural and urban areas, promoting development of localities that are nearer to residential and employment opportunities, optimizing the use of existing resources, discouraging urban sprawl and contributing to more compact cities and towns.

2.3. White Paper on Local Government (1998)

It views the IDP as a way of achieving developmental local government. It establishes a basis for developmental local government in which “local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. It also encourages public consultation in policy formulation and in monitoring and evaluation of decision-making and implementation.

2.4. Municipal Systems Act (Act 32 of 2000)

It regulates the IDP. It requires the municipality to undertake development oriented planning so as to ensure that it strives to achieve the objectives of local government set out in Section 152 and 153 of the Constitution of the Republic of South Africa. Section 25 (1) requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the municipality. Section 26 of the Act further outlines the core components of the IDP of a municipality.

2.5. Municipal Finance Management Act (Act 56 of 2003)

The Municipal Finance Management Act (MFMA) was promulgated to sustain the finances of both the municipalities and other spheres of government. The Act also gives mandatory obligations on performance management system. Section 2 of the Act’s objective is to secure sound and sustainable management of the financial affairs of the local government institutions to which this Act applies by establishing norms and standards.

Greater Sekhukhune District Municipality (GSDM) budget process endeavours to comply to the provision of the MFMA. It is pertinent that the IDP review and the budget process are integrated and aligned as per legislation.

2.6. Inter-Governmental Relations Framework Act (Act 13 of 2005)

This Act responds to the limited successes of alignment amongst the three of governments. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It compels all the three spheres of government to participate in the planning processes of the municipalities and in turn allow their own planning processes to be influenced by the municipal IDPs.

Municipal IDPs are therefore the centres of planning for both the provincial and national programmes in a specific local area. Municipalities participate in District-planning for a, Municipal Manager’s fora and Mayor’s fora as well as in the premier’s Intergovernmental fora to ensure proper alignment and coordination of local, district, provincial and national plans. The Act establishes structures and processes that enhance intergovernmental planning and monitoring processes for local, provincial and national spheres of government.

2.7. The Medium-Term Strategic Framework

The Medium-Term Strategic Framework (MTSF) endeavours to pinpoint important strategic preferences in order to put the country on a higher path in dealing with poverty and underdevelopment. It serves as a backdrop to guide planning and budgeting across the three spheres of government. It identifies few critical things that should be done to define a new trajectory for the country’s development. The following are the key objectives for 2014:

- Reduce poverty and unemployment by half.
- Provide the skills required by the economy.
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy full freedom and dignity.
- Compassionate government service to the people.
- Achieve a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes and cases awaiting trial.
- Position South Africa strategically as an effective force in global relations.

The above mentioned strategic objectives are broken down into various thematic areas which are:

- Growing economy, sustainable livelihoods, access to services, comprehensive social security, crime and corruption, constitutional rights and governance, Africa and the world.

To ensure capacity to meet these objectives, the following critical measures according to MTSF have to be adopted:

- Cooperation among economic partners.
- Strong partnership across all sectors.
- Improving the system of monitoring and evaluation.
- Focusing on economic development in areas with economic potential.
- Recruiting and skilling law-enforcement agencies.

The MTSF also highlights the significance of government action in promoting and facilitating the following matters:

❖ **Expanded Public Works Programme (EPWP)**

The principal objective of this programme is to launch and expand labour intensive projects that will provide opportunities for skills development to create an enabling environment for employment and self-employment. It will also assist in building capacity for the maintenance of infrastructure; provide community service and the development of a programme for Early Childhood Development (ECD). GSDM, like other district in Limpopo, is gearing towards the effective implementation of EPWP programme and even expanding it to other sectors of the economy.

❖ **Development of Small and Micro-Enterprises**

The enabling environment should be created through legislation to harness the entrepreneurial capabilities available in local communities. These capabilities would encourage self-employment and the employment of other job seekers. Greater Sekhukhune District Municipality has come with interventionist measures through LED Strategy to deal with the problem of unemployment.

2.8. The National Spatial Development Perspective (NSDP)

The National Spatial Development Perspective (NSDP) (Presidency, 2006) is the primary spatial lens through which policymakers view socio-economic development in the country as a whole. It presents a wide variety of socio-economic trends emerging in South Africa, and then draws inferences about how that emerging space economy should affect public investment (expenditure) in the immediate future.

❖ **National Spatial Development Plan and Principles**

Those interpretations and conclusions are, however, guided by a number of normative principles that ultimately steer national infrastructure investment and development decisions. The five NSDP principles are that:

Sustained, inclusive and rapid economic growth is a pre-requisite for the achievement of other policy objectives (especially poverty alleviation). Government has a Constitutional

obligation to provide basic services (water, electricity, health, education, etc) to all citizens wherever they reside.

Beyond the Constitutional obligation identified above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential. This would enable it to leverage in private investment, to stimulate sustainable economic activities and to create long-term employment opportunities.

Efforts to address past and current social inequalities should focus on people, not places. In places with low economic potential, government should, beyond the provision of basic services, concentrate mainly on human capital development (through providing education, social grants and poverty-relief programmes).

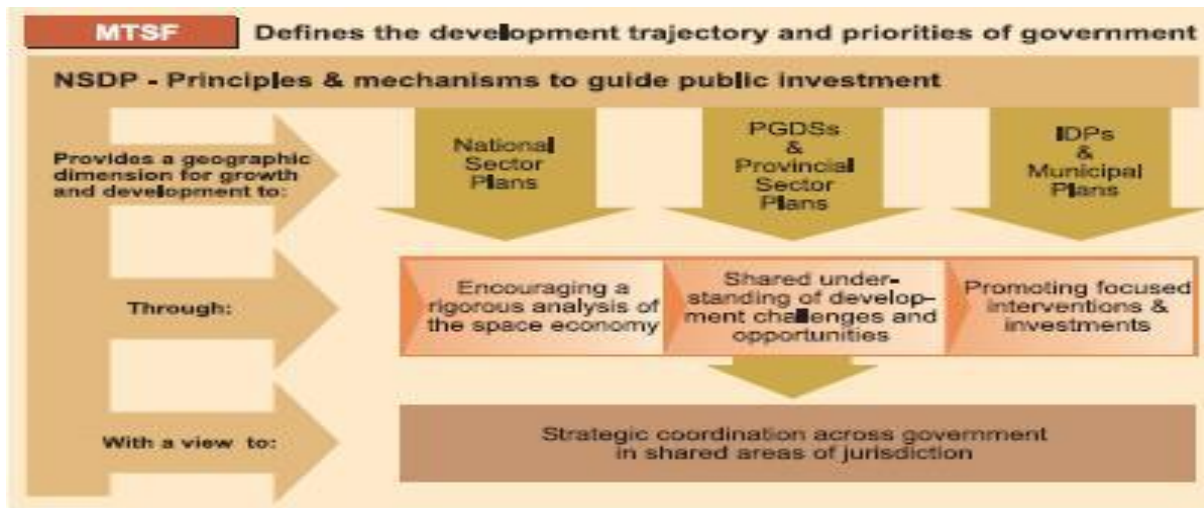
Government should also provide people living in these areas with labour-market information to allow them to migrate to other (higher-potential) localities if they choose to do so.

Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to/link to the main growth centres in the country. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa.

These principles are aimed specifically at focusing government action and investment to achieve maximum social and economic impact within the context of limited resources. These principles facilitate structured and rigorous analysis that enables comparison between places and between sectors, to assist all three spheres of government in weighing up trade-offs, making clear choices and maximizing the impact of scarce state funds. It also necessitates the regular updating and sharing of information to prevent duplication and ensuring that decisions are based on the current reality on the ground.

The diagram below illustrates:

Figure 1: The NSDP principles and perspective informing the basis for robust analysis for the three spheres of government



Source: National Spatial Development Perspective. The Presidency (2006)

The NSDP indicates that each sphere of government has its own distinct development tasks and related planning frameworks corresponding to the scale of operations and the area of jurisdiction. For these frameworks to be coordinated and strategically aligned, each sphere will have to adopt the NSDP methodology and approach.

2.9. The Limpopo Employment and Growth Development Programme (LEGDP)

The Limpopo Employment and Growth Development Programme (LEGDP) (Limpopo Province, 2005) is aimed at enhancing the competitive advantages of the province. It is underpinned by a number of objectives:

- Improving the quality of life of the people of Limpopo
- Growing the economy of the province, especially through mining, tourism and agriculture
- Enhancing innovation and competitiveness
- Pursuing regional integration
- Improving the institutional efficiency and effectiveness of government

The core of the strategy centres on promoting seven economic development clusters, each of which has a spatial reference are in the table below:

Table 1: Key LGDS Clusters

Cluster	Spatial location
Platinum and chrome mining cluster	<ul style="list-style-type: none"> - Dilokong Corridor between Polokwane and Burgersfort - (Sekhukhune District) - Waterberg District
Coal mining and petrochemical cluster	<ul style="list-style-type: none"> - Lephalale on the East-West corridor (Waterberg District)
Horticulture (fruit and vegetables cluster)	<ul style="list-style-type: none"> - Vhembe District - Mopani District - (former) Bohlabela District
Logistics cluster	<ul style="list-style-type: none"> - Polokwane (Capricorn)
Red and white meat cluster on all the corridors	<ul style="list-style-type: none"> - All Districts
Forestry cluster	<ul style="list-style-type: none"> - Mopani District - Vhembe District
Tourism cluster	<ul style="list-style-type: none"> - All Districts

Source: Limpopo Province (2009). Limpopo Growth and Development Strategy

As indicated by the table above, the 3 strategic clusters for the Sekhukhune District to take note of are the:

- Platinum mining cluster
- Red and white meat cluster
- Tourism cluster

Each of these is discussed in more detail below:

❖ **Platinum and chrome mining cluster**

The LGDS identifies a number of anchor projects for the platinum/chrome mining cluster, which include the nurturing of new mines as well as smelters in the affected areas. It also identifies upstream activities (such as input suppliers) as crucially important. Downstream activities, on the other hand, focus on the potential high-value uses of these minerals in auto catalysts, jewellery production and so forth.

❖ **A case for value-adding activities**

Background research that has been done for the Sekhukhune *2025 Strategy* points out that the value of Platinum Group Metal (PGM) ore is very low – in fact, possibly as low as 30 cents/kg. Some estimates place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

The LGDS also calls for a number of public sector interventions to maximize the potential opportunities of this cluster. These include upgrading the road between Burgersfort and Polokwane, water source development, skills development (especially around mining) and improved service delivery for residential development around the mines.

It must be noted that this is a critically important cluster for the Sekhukhune District because, as the next chapter will show, the platinum mining sector is predicted to expand rapidly over the next 20 years in the area.

❖ **Red and white meat cluster**

The red and white meat cluster targets cattle, poultry and animal-feed production in the province. According to the LGDS, significant potential also exists for goat farming and using the growing game farming industry as an entry point into the venison market.

A number of public sector interventions are identified that will assist in the development of this cluster. These include the commercialization of state farms, developing the skills of emerging livestock farmers and encouraging public-private partnerships with established commercial farmers.

Some of these ideas are already being tested in Sekhukhune. Ephraim Mogale Local Municipality, for instance, has recently made concerted efforts to link emerging farmers with established commercial farmers in the area.

❖ **Tourism cluster**

Limpopo enjoys a unique competitive advantage in tourism. Amongst its many potential attractions, the LGDS singles out the following key sub-clusters:

- Special interest activities (such as Mapungubwe and Nylsvlei birding)
- Game-industry value chain
- Golf and game tours
- Biospheres (such as Waterberg, Soutpansberg and Lowveld)
- Family entertainment (including resorts, sports places and picnic spots)
- Polokwane business tourism (anchor projects to include an international convention centre, sporting complex and the airport)
- Mounting adventure on escarpments
- Trans-frontier Parks

Many of these identified sub-clusters have direct significance for Sekhukhune. As with the other cluster, the LGDS also identifies the types of public sector interventions that could facilitate the growth of tourism in Limpopo. This includes the commercialization of provincial

game reserves, education and skills development in the sector, the rehabilitation of degraded landscapes, the improvement of access roads and collective marketing. These interventions are in line with current thinking within the Sekhukhune District and the adopted *2025 Development Strategy* which place considerable emphasis on improving road and other infrastructure in order to enhance tourism.

2.10. Provincial Spatial Rationale Settlement clusters

The Spatial Rationale proposed a hierarchy of settlements based on the activities and densities. The 13 settlement clusters consists of 3 types of growth points and population concentrations which are also referred to as first and second order settlements in terms of the proposed settlement hierarchy. The number and type of first order settlements, being growth points, are the following:

The 13 settlement clusters consist of 3 types of growth points and population concentrations which are 3 provincial growth points namely Burgerfort, Groblersdal and Marble Hall; 2 district growth points namely Steelpoort and Jane Furse; 9 municipal growth points namely Sesehu, Driekop, Magakala, Ohrigstad, Nebo, Van Der Merweskraal, Elandskraal, Tafelkop and Monsterlus.

There are a total of 14 growth points in the Sekhukhune District. Most of the growth points are situated in the Greater Tubatse Local Municipality (5 growth points) and is followed by Greater Groblersdal (Elias Motsoaledi) and Ephraim Mogale Local Municipalities (3 growth points each). Approximately 14% of the total population is residing in settlements which form part of the 3 types of growth points mentioned above.

The district also has a total of 12 population concentration points which accommodates approximately 41% of the total population of the district.

In the 26 growth points and population concentration points (all situated in 13 settlement clusters) Reside approximately 56% of the total population of the Sekhukhune District.

The settlement hierarchy and specifically the first order settlements (3 types of growth points) and second order settlements (population concentration points) reflects the following tendencies with respect to individual local municipality areas, viz.:

- Approximately 70% of the total population of Greater Groblersdal (Elias Motsoaledi) Local Municipality is residing in growth points and population concentrations;
- Ephraim Mogale Local Municipality has 69% of its total population residing in growth points and population concentrations;

- Makhuduthamaga Local Municipality has 54% of its total population residing in growth points and population concentration points;
- Greater Tubatse Local Municipality has 40% of its total population situated in growth points and population concentration points;
- Fetakgomo Local Municipality has 42% of its total population residing in growth points and population concentration points;

Another $\pm 10\%$ of the total population in the District Municipality is situated in 28 settlements which are classified as a local service points. Only approximately 31% of the total population in the district municipal area is located in 4th and 5th order settlements (being village service areas and small settlements); and the remaining approximately 3% of the population in the Sekhukhune District Municipal area is situated in the farming areas.

The settlement pattern elucidated above proposes the spatial development system that should guide development, provision of infrastructure, services and location of facilities. The district needs to ensure that local municipalities develop the centers as proposed and have them as part of their SDF and LED implementation strategies.

2.11. Millennium Development Goals (MDGs)

The United Nations Millennium Declaration committed global heads of states to making the right to development a reality for everyone and to freeing the entire human race from want. The Millennium declaration, signed by world's leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the MDGs. The majorities of the MDGs targets has a baseline of 1990, and are set to monitor achievements over the period 1990-2015. The objective of the Declaration is to promote "a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front".

The Declaration calls for halving by the year 2015, the number of people who live on less than 'one dollar a day (1993 PPP). This effort also involves finding solutions to hunger, malnutrition and disease, promoting gender equality and the empowerment of women, guaranteeing a basic education for everyone, and supporting the Agenda 21 principles of sustainable development. Vision 2014 provides a series of socio-economic development milestones to ensure progressive attainment of development, which can be summed up as follows:

- Access to basic water for all by 2008
- Access to basic sanitation at RDP level by 2010
- All schools and clinics have access to water and sanitation by 2007
- Bucket toilet system to be eradicated by 2006
- Electricity to all households by 2012

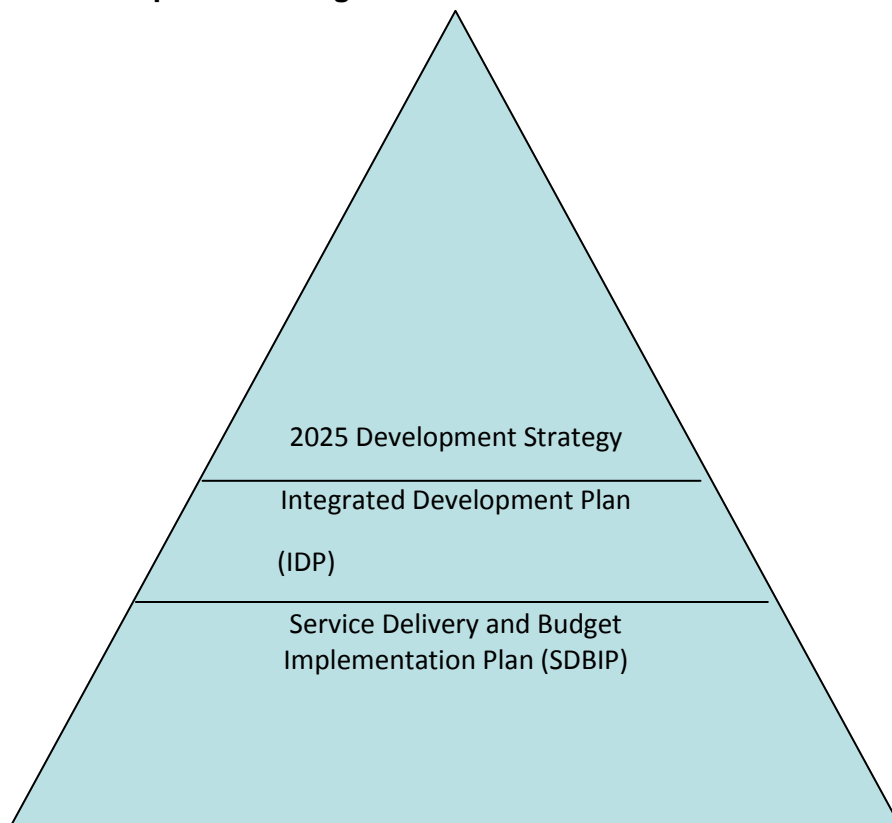
- Halve unemployment by 2014
- Economic growth of 6% by 2010
- Access to education and health care for all

2.12. 2025 Development Strategy (District Municipality's Long-term Strategy)

The Sekhukhune 2025 Development Strategy is an articulation of the longer term strategic Direction to be pursued by the district as well as social partners in order to accelerate economic growth and enhance development in the district.

The 2025 Development Strategy is aligned and harmonized with various mandatory plans prescribed in various pieces of legislations. In terms of hierarchy, the plans can be visualized as shown below:

Figure 2 – Development Strategies



- The 2025 Development Strategy in this hierarchy charts a long-term strategic course and makes some of the bigger, overarching decisions about what the District ought to emphasize;

- The Integrated Development Plan (IDP) defines what will be achieved in 5 years flowing from the strategy;
- The Service Delivery and Budget Implementation Plan (SDBIP) articulate what will be done in 1 year.

The 2025 Development strategy is structured into three components:

- **Baseline Research:** trends analysis in various thematic issues that are considered as shaping the district's present and future. These include a whole range of social, economic, political and environmental trends;
- **Scenarios:** Four scenarios on different types of futures that might be experienced in Sekhukhune depending on particular choice of policy positions;
- **Investment Plans:** Detailed short-to-medium term priority plans to be pursued by the district.

2.13. Key Sector Plans

The GSDM recognised the need to develop further strategies, policies and plans which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of the District. A closer analysis of all these strategies and plans will show a greater degree of alignment of all the guidelines and development directives outlined in the government policy frameworks above.

For the past few years, the GSDM has developed numerous sectoral strategic and operational plans together with policies as joint venture with all local municipalities within the District as outlined below:

Local Economic Development and Job Creation

- Local Economic Development Strategy
- Marketing Strategy
- Tourism Development Strategy
- Human Resource Development Strategy
- Formalisation of Cultural & Historical Heritage Sites.

Integrated Environmental Management Plan

- Environmental Report
- Disaster Management Plan

- Spatial Development Framework
- Land Use Management Systems

Infrastructure provision and Service Delivery

- Water Master plan
- Infrastructure Maintenance Plan
- Integrated Waste Management Plan
- Integrated Transport Plan

Community Participation and IGR

- Community Participation Policy
- GSDM Communication Strategy³

2.14. MEC's Comments

MEC for Local Government and Housing's comments on 09/10 IDP/Budget

Findings	Remedial Action	Time Frames
1. The report highlighted that the spatial strategic objectives were not clearly articulated in Greater Sekhukhune, Fetakgomo, Ephraim Mogale and Makhuduthamaga.	All the local municipalities together with the District will work on the spatial strategic objectives and make sure that they are clearly articulated in this 2010/11 review.	30 June -2010
2. There was an absence of the three or five year Financial Plan in the previous 2009/10 IDP/Budget review in almost all the locals.	All Municipalities together with the district will develop three/five year Financial Plan in this 2010/11 IDP/Budget review.	30-June-2010
3. Greater Sekhukhune and Elias Motsoaledi did not include their organogram in the 2009/10 IDP/Budget review.	The organogram of Greater Sekhukhune District and Elias Motsoaledi will be attached as annexure in this 2010/11 IDP/Budget review.	30-June-2010
4. The report has indicated that there were no Municipal Institutional Plans of the Greater Sekhukhune and its Local	The Municipal Institutional Plans of the Greater Sekhukhune and its Local Municipalities will be	30-June-2010

Municipalities.	developed and be included in the 2010/11 IDP/Budget review.	
5. Risk Management Plan is not indicated in Greater Sekhukhune, Elias Motsoaledi, Fetakgomo and Ephraim Mogale.	The present 2010/11 IDP/Budget review will reflect Risk Management Plans of the entire Local and District Municipalities.	30-June-2010
6. There was no indication of Tourism Development Strategy in the Greater Sekhukhune and all its local municipalities.	The current review of the IDP/Budget will reflect on the Tourism Development Strategy in the District and all its Local Municipalities.	30-June-2010
7. The report has indicated the unavailability of the Health Plan in the Greater Sekhukhune.	Health Plan of the greater Sekhukhune will be included in the current review of the 2010/11 IDP/Budget.	30-June-2010
8. HIV/AIDS Plans were not included in the 2009/10 IDP/Budget of Greater Sekhukhune, Elias Motsoaledi and Makhuduthamaga.	The current review of the 2010/11 IDP/Budget will include the HIV/AIDS Plans of the District and its Local Municipalities.	30-June-2010
9. Poverty Alleviation and Gender Equity plan was not indicated in the previous 2009/10 IDP/Budget.	The Greater Sekhukhune and its local municipalities will include poverty alleviation and gender equity plan in their current review.	30-June-2010
10. Housing Plan was no indicated in the 2009/10 IDP/Budget of the Greater Sekhukhune.	The present 2010/11 IDP/Budget review will include the Housing Plan of the entire district.	30-June-2010

3. THE INTEGRATED DEVELOPMENT PLANNING

3.1. IDP

An Integrated Development Planning (IDP) is the principal strategic planning instrument which guides and informs all planning and development in a municipality. It guides all decisions with regard to planning, management and development in the municipality.

The IDP links integrates and coordinates all planning activities and aligns the resources and capacity of the municipality to the overall development objectives of the municipality. The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision for the development of the municipality. The municipal Council adopt the IDP document that becomes a binding document for the municipality in the exercise of its executive authority.

The IDP is the key instrument to achieve developmental local governance for decentralized, strategic, participatory, implementation orientated, coordinated and integrated development. IDP compilation is not only for legislative compliance but it is an instrument that is utilised to unfold municipalities' major developmental responsibilities to improve the quality of life of citizens. It seeks to speed-up service delivery by securing a buy-in of all relevant role-players and provides government departments and other social partners with a clear framework of the municipality's development trajectory to harness implementation efforts.

The IDP also promotes intergovernmental relations by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. Local development priorities as identified in the IDP constitute the backbone of the local government's budgets, plans, strategies and implementation activities. The IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests. The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at provincial and national spheres of government.

3.2. IDP REVIEW PROCESS

3.2.1. Review Process

The review process has addressed recommendations from different stakeholders and role players together with comments from the MEC' assessment of the district. It also takes into cognizance the assessment of the District's performance against the organizational objectives, the recommendations during public participation, IDP engagement processes and also any new information or any change in circumstances that might have arisen subsequent to the adoption of the 2009/10 IDP.

The review process is undertaken through the implementation of the District Process Plan which all local municipalities must prepare as per legislation. The Process Plans must comply with the District IDP Framework to ensure proper implementation, alignment and coordination between the district and local municipalities as outlined in Section 27 of the Municipal Systems Act (MSA). Proper alignment between the District and its local municipalities was done when IDP Framework at the District level and subsequently Process plans for all Local Municipalities were compiled and adopted in June 2009 and August 2009 respectively. The process and schedule followed during the review process as stipulated in the District IDP Framework is depicted in the figure below: **Figure 3**

Figure 3 – Key activities and time frames for Reviewal Process

	July	August	September	October	November	December	January	February	March	April	May	June
Adoption phase of Process Plan/Framework												
Identification of community needs												
Identification of community needs												
Quarterly review of 2009/10 of IDP/Budget and policies												
Consolidation/Presentation of community needs to IDP Rep. Forum												
Mid-year performance review/IDP review/tabling of adjusted budget												
Determination of strategic objectives for service delivery and development Consolidation of projects												
Presentation of the 1 st Draft IDP/Budget to the 2 nd IDP Rep. Forum												
Submission of the Draft IDP/Budget to Management, Executive Mayor, Portfolio Committees, Mayoral Committee and Council												
Community participation and Stakeholders' consultation on the Draft IDP/Budget. Public comments and comments from other organs of state are taken into cognizance and where need be, amendments are effected to the IDP.												
Tabling of IDP/Budget to Council for final approval												
Executive Mayor signs SDBIP and performance contracts of Municipal Manager and Senior Managers												
Budget Process												

Greater Sekhukhune District Municipality has adopted a new institutional arrangement in 2006, which is comprised of the Council, Executive Mayor, Members of Mayoral Committee, Portfolio Committee, Municipal Manager, Directors, IDP Managers, IDP Management Committee, Budget Management Committee, Communities and Private Sector. The composition of this structure is outlined below:

Table 2: Composition of the structure, Roles and Responsibilities

Structure	Roles and Responsibilities
Council	<ul style="list-style-type: none"> - Political decision making body. - Consider, adopt and approve the IDP Review. - Ensured alignment of the reviewed IDP report with the District framework. - Ensured that all relevant stakeholders are involved. - Responsible for the overall management, coordination and monitoring of the IDP Review process.
Executive Mayor	<ul style="list-style-type: none"> - Provides political guidance over the budget process and the priorities that must guide the preparation of a budget. - Manages the drafting of the municipality's IDP. - Tables the IDP Review and Budget to Council.
Members of Mayoral Committee	<ul style="list-style-type: none"> - Recommend the approval of the IDP Review to council.
Municipal Manager	<ul style="list-style-type: none"> - Manages and coordinates the review process. - Ensures that all departments fit in the organizational vision.
IDP Managers	<ul style="list-style-type: none"> - Offer strategic guidance and management to the review process - Ensures that implementation takes place within the available resources - Ensures that all relevant stakeholders are appropriately involved
IDP Management Committee	<ul style="list-style-type: none"> - Monitor, evaluate progress and provide feedback. - Provide technical guidance to review process in all municipalities. - Ensure and maintain integration and alignment - Standardise the planning processes - Recommend corrective measures
Budget Management Committee	<ul style="list-style-type: none"> - Ensure alignment of proposed budget with IDP; - Ensure that sufficient funds provided on the budget for projects as per IDP;

	<ul style="list-style-type: none"> - Record realistic revenue and expenditure projections for current and future years; - Take cognizance of national, provincial budgets, DORA and national fiscal and macro-economic policy.
Communities	<ul style="list-style-type: none"> - Identify and priorities the needs. - Discuss and comment on the draft IDP review document.
Private Sector	<ul style="list-style-type: none"> - Inclusion of their projects in the IDP of the municipality. - Provide information on the opportunities that the communities may have in the private sector.

3.2.2. Stakeholder Engagements and Community Participation

Community participation is an integral part and the heart of integrated development planning process hence the district the all local municipality also embarks on a programme known as the Community Outreach programme, which is a joint responsibility of the Executive Mayor and the Speaker of the District council.

The GSDM also undertakes its own community participation programme once in a year in April/May. In addition to this engagement, there are various FOR A (IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum) which comprise a wider representation of stakeholder ranging from business, labour, civil society, Traditional leaders, Ward committees and Councillors as well as members of the public etc. Implementation, evaluation and monitoring of the IDP programmes/projects are the core of these processes.

Print media, GSDM's newsletters and electronic media are used to inform the community of the processes of the IDP review. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programmes are obtainable from the District on request.

3.2.3. Institutional Development

Overall, the GSDM has ten (10) departments: planning and Economic Development, Strategic Management, Water Services, Technical services, Human Resources Management, Administration Department, Communications, Finance and Treasury, Community services and Executive Mayor's Office. Each department has more than one unit, e.g. Planning and Economic Development has three units which are: LED unit, Spatial Planning Unit and IDP unit.

The organogram of the District is depicted on annexure 1. The GSDM is a fast growing District that started with few departments but today it has ten departments. All these departments report to the accounting Officer of the district.

4. BRIEF SPATIAL DEVELOPMENT OVERVIEW

The greater Sekhukhune District Municipality (GSDM) developed its first Spatial Development Framework (SDF) in 2004 which was adopted by Council. Some of the Local Municipalities within the District did not have SDFs then, and this clearly indicate that development was not properly managed in the absence of the SDF.

In 2007 the Department of local Government Housing committed funding to all Local Municipalities to develop/review the SDFs. The exercise was successfully completed in 2008. The District has since reviewed its SDFs. The exercise was successfully completed in 2008. The District has since reviewed its SDF in 2009 and it has been adopted by Council.

4.1. Spatial Socio-Demographic Characteristics of the District

4.1.1. Spatial Concentrations of Population

The total population of the District is currently estimated at approximately 1024 748 (WSDP, 2005), with an expected population of 1068 662 (BMR) in 2009. The distribution of the population is however unevenly spread over the District as depicted in the below map. It reveals geographical disparities and a dispersed settlement pattern with few dominant concentrations points.

The account for this spatial structure and settlement pattern is the result of the spatial policies promoted by the former apartheid dispensation. As a result, the space economy of GSDM is characterized by a geographical spilt between former homeland areas, and areas which fell outside of the former homelands of Lebowa and kwaNdebele. Furthermore, the potential burgeoning of mining, agricultural, and tourism activities within the District presents spatial challenges of its own, amidst the inherited spatial challenges.

Land which formed part of the former homeland areas of KwaNdebele and Lebowa is generally characterized by low-density residential areas spreading over vast areas of land (**see Figure 6**), and mainly occurs in two clusters – the Moutse area to the south-west and the central area around Jane Furse. Characteristically, residential areas located within the western extents of the District are more densely populated / developed than those in the north due their proximity to Gauteng. Conversely, land which fell outside of the former homelands are generally characterized by private / commercial farms, and medium density settlements clustered around semi-urban centres featuring retail and service-related activities.

More specifically, the GSDM features approximately 546 sparsely populated and dispersed rural settlements, with Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop constitution the main/first order urban centres. The spatial location of these first order centres generally coincide with the District's two dominant economic activity areas (see Figure 6).

Essentially, apart from having been influenced by the spatial demarcation of the former homeland areas, the spatial occurrence of settlements has been influenced by:

- The spatial location of major agricultural and mining activity areas;
- The spatial location of major rivers traversing the District; and
- The spatial location of major roads such as the R37 and R579.

Of utmost importance for the future spatial planning and development of the District, are the expected population concentration and growth areas. The reason being, that these areas not only **serve to indicate where the greatest need for infrastructure spending could possibly be** in the future, but also indicate **where the municipality would receive the best value for money spent on infrastructure development and service provision**. The existing Integrated Spatial Development Framework (ISDF) (2004) for the GSDM identifies the expected population concentration and growth areas / points of the district (see table 3).

A. Population Growth Areas / Points

Growth points are individual settlements or settlement areas which feature strong economic, social and institutional activities. **Table 3** indicates the expected population growth points for the GSDM.

Table 3: Expected Population Growth Areas / Points for the GSDM.

Municipality	% of people Residing in Growth Points and Population Concentration Points	Provincial Growth Points	District Growth Points	Municipal Growth Points
Greater Tubatse	38%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad
Ephraim Mogale	66%	Marble Hall	-	Mecklenburg Driekop Ohrigstad
Elias Motsoaledi	61%	Groblersdal	-	Monsterlus Motetema
Fetakgomo	39%	-	-	Apel
Makhuduthamaga	51%	-	Jane Furse	Phokwane

Source: Integrated Spatial Development Framework for the GSDM, 2004

Of the total 14 growth points in Sekhukhune, 5 are situated within Greater Tubatse, followed by Greater Groblersdal and Ephraim Mogale with 3 each, Makhuduthamaga with 2, and lastly Fetakgomo with only one growth point.

B) Population Concentration Areas / Points

Population concentration points are clusters of individual settlements with large numbers of people and high population densities. The GSDM features 12 population concentration points, with Elias Motsoaledi, Ephraim Mogale, and Greater Tubatse LMs featuring 3 concentration points respectively (see **Table 3**).

C) Local Service Points:

This includes settlements that have the potential to develop based on population growth, or servicing function potential. The Sekhukhune district has a total of 23 settlements falling under this category. The distribution of these settlements, per municipality, is summarized as follows:

- Fetakgomo (9);
- Greater Tubatse (7), Makhuduthamaga (4);
- Greater Groblersdal (2); and
- Ephraim Mogale(1).

The challenge facing the District will be ensure the sustainable development of these population concentration and growth points, without neglecting the needs of the remaining extents of the Municipality.

4.1.2. Economic Activity Concentration

Economic Activity is predominantly concentrated in two areas, and include the local municipalities of Ephraim Mogale (former Greater Marble Hall), Elias Motsoaledi (former Groblersdal) to the west, and Tubatse to the east. These areas also host the five main urban centres. Whilst the south-western economic activity area is primarily centred on intensive commercial agricultural, the north-eastern economic activity area is primarily centred on platinum mining activities associated with the Merensky Reef.

With less than ten percent of the total capacity of the Reef having been unlocked to date, the platinum economy is still within its infant stage. Tourism activities forming part of both of the economic activity areas are primarily related to nature tourism, game farming and hunting.

Figure 4 – Centres of Agricultural Production

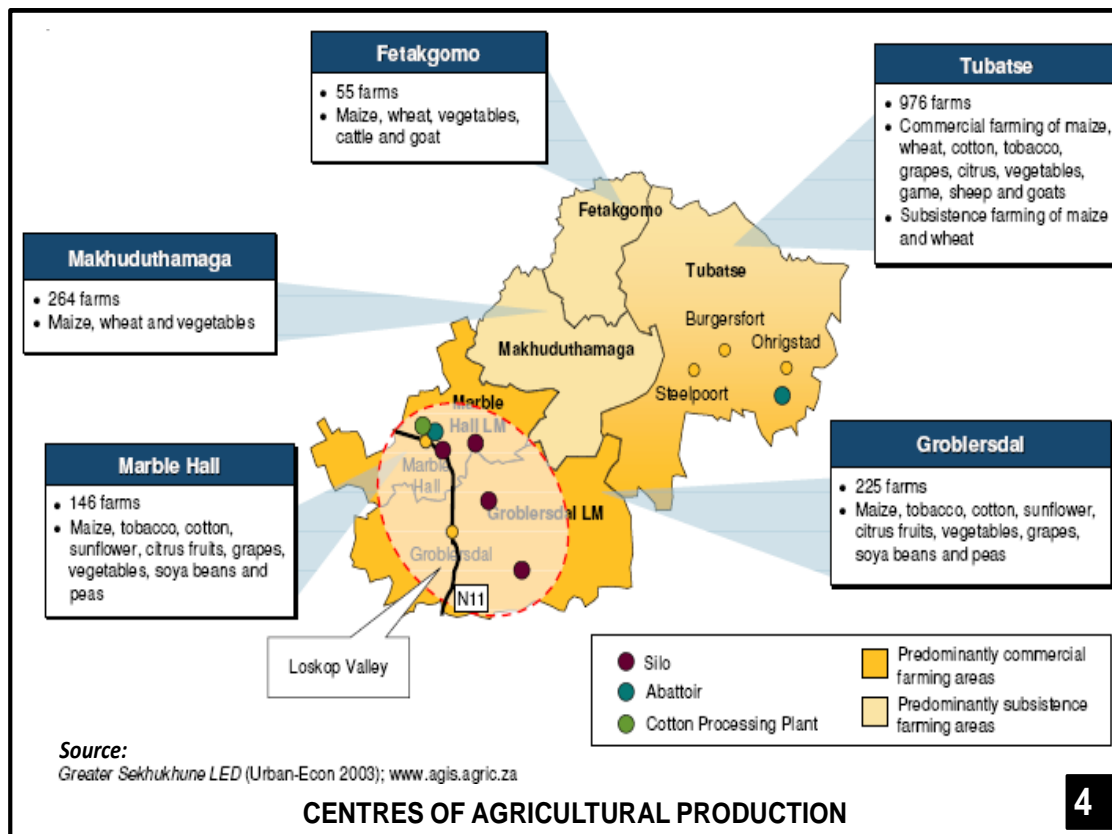
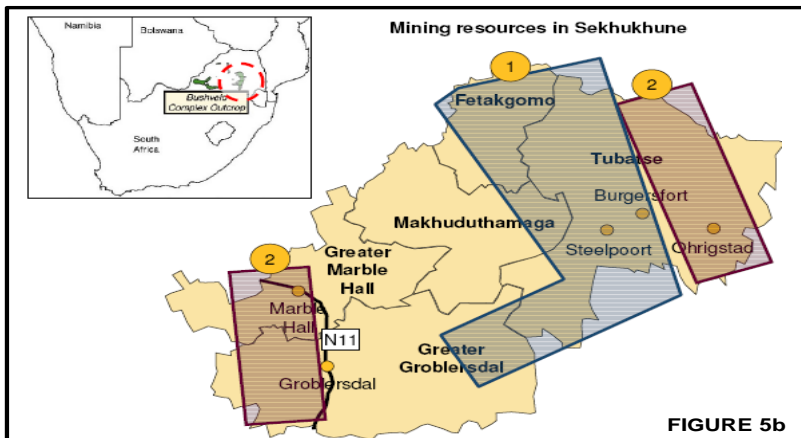
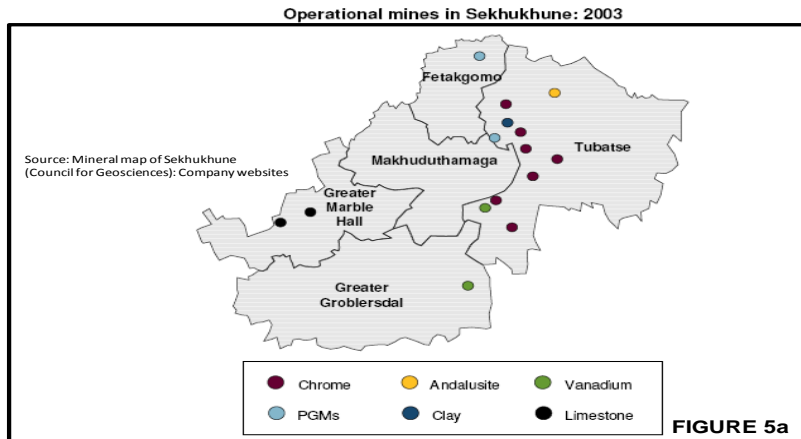


Figure 5A – Operational Mines in Sekhukhune

Figure 5B – Mining Resources in Sekhukhune



4.1.3. Existing Land Use and Related Potential

Land use is a complex issue, and is partially the result of the physical planning policies of the former apartheid government, which split the District between former homeland areas, private farms and small towns. Today, apart from issues pertaining to land ownership patterns, mining, agricultural and tourism activities bring distinctive spatial challenges of their own to the District.

Presently, land use within the GSDM is dominated by commercial and subsistence farming. This is especially true in the Fetakgomo, Makhuduthamaga, Ephraim Mogale and Greater Tubatse Local municipal areas. The second most significant land use is the potential

conservation areas, especially within the Elias Motsaledi and Ephraim Mogale Municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Ephraim Mogale. The different land use patterns in the Sekhukhune District are captured in the **Table 4** below.

Table 4: Land Use Patterns in the GSDM

Land use type	Area in sq km	% of total
Agricultural: Commercial	1,135	7,7
Agricultural: Subsistence	2,683	18,1
Potential conservation	3,484	23,5
Active conservation	463	3,1
Active mining	37	0,2
Other	7,030	47,4
Total	14,832	100

Source: Department of Land Affairs (2006). *Land Cover Map* cited in M Maila (2006)

Disconcertingly, land is becoming an increasingly scarce commodity within the District. This is equally true of rural, semi-rural / semi-urban areas. This is a particularly significant situation, given the growing importance of agriculture, mining and tourism (all potentially conflicting land uses) to the District's economy. Furthermore, the District's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in certain parts of the District. This is especially true of the June Furse-Phokwane development node in Makhuduthamaga, the Bothashoek-Praktiseer area (Tubatse) and the Atok area (Fetakgomo).

4.2. Spatial Economic Development Opportunities

4.2.1. Transport Network

As mentioned, the District's transport network is largely limited to a number of arterials which provide regional accessibility, rather than local accessibility. From east to west, these include the N11, R25, R33, R579, R555, R37 and R36. Hence, regional accessibility is predominantly facilitated via three roads traversing the District in a northwest – southeast alignment (N11, R579 and R37), one road traversing the District in a northeast – southwest alignment (R555), and the R36. Together these roads constitute the **main freight and logistics corridors** connecting the District's economic activity areas to prominent provincial nodes and economic activity areas falling outside of the District – e.g. Mookgopong, Mokopane, Polokwane, Lydenburg and Middleburg. The presence of the Klein Drakensberg and Strydpoortberge hinders connectivity to the north-east.

More specifically, the **N11 Freeway** connects the town of Marble Hall and Groblersdal with Mookgopong and the N2 Freeway towards the north-west, which leads to Mokopane and Polokwane. To the south, the N11 connects Marble Hall and Groblersdal with Middleburg,

which is situated along the N4 Maputo Corridor. The **R579** traverses the central extents of the District, and serves to connect Jane Furse and Monsterlus with Lebowakgomo towards the north, and Sehlakwane and Stoffberg towards the south.

The **R37** traverses the northern extents of the District, and serves to connect Burgersfort with Lebowakgomo towards the north-west and Lydenburg towards the south-east. The **R555** traverses the eastern extents of the district, and serves to connect Steelpoort and Burgersfort with Stoffberg towards the south-east. These two roads form the **Dilokong Platinum** Corridor, once past Burgersfort, R555 becomes the **R36** which serves to connect the Burgersfort / Steelpoort area with Ohrigstad, and down to Lydenburg.

Although the majority of the major urban centres and smaller towns are located along these roads, vast number of settlements within the western, central, and eastern extents of the District are only accessible via secondary gravel roads. There is however relatively little economic activity within these areas to justify the construction of additional tar roads.

The general condition of roads within the GSDM is poor. Severe damage such as potholes, cracks, and rutting can be observed along most roads. Road damage is particularly prevalent along the following sections of road:

- The R33 between Groblersdal and Stoffberg;
- The R555 between Stoffberg and Roossenekal;
- The R579 between Nebo and Stoffberg; and
- The R25 between Dennilton and Groblersdal.

To ensure alignment with the Limpopo Provincial Growth and Development Strategy (LPGDS), the District has prioritized its roads forming part of the Dilokong and Phalaborwa Corridors, and includes the following stretches of road:

- **The Dilokong Corridor**

- Polokwane to Burgersfort (P33/1 and P33/2) (R37), via Mafefe.
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the District with the Phalaborwa and Kruger National Park areas.
- Chueniespoort via Boyne to Mankweng.

- **The Phalaborwa Corridor**

- Ohrigstad via the Strijdom Tunnel (P116/1).
- Burgersfort to Oaks (P181/1).

Apart from its road network, the GSDM is served by three railway lines which were originally developed to support the mining activity within the District. The Three railway lines are:

- The railway line entering the GSDM from the south, next to Stoffberg, from where it continues northwards for approximately 30km, eventually ending at an abandoned mine near the Mapochs Mine.
- The railway line entering the GSDM from the west, near Nutfield, from where it continues eastwards to Marble Hall.
- The railway line entering the GSDM from the east, passing near Ohrigstad and Burgersfort, and ending near Steelpoort (near the Tubatse mine).

Unfortunately, these railway lines have not yet been extended or re-routed to serve later / new mining operations (such as those along the Merensky Reef and Chrome layers). Consequently, shortcomings in the railway network are resulting in extreme pressure being placed on the road network. Favourably, a new commuter rail link between Pretoria and the south-west of the GSDM (along the Moloto Road) is being considered. This rail link will improve accessibility to Gauteng, which represents an employment area for many residing within the south-western extents of the District.

In addition to the road and railway network of the District, two registered airfields are also found within the District. The airfields are located in Marble Hall and Groblersdal respectively, and primarily support crop spraying activities.

4.2.2. Mining

Modern mining has been practiced in Sekhukhune for well over a century, and typically involved (as is still the case today) the extraction of andalusite, asbestos, chromite and platinum deposits from the Merensky Reef, which forms part of the mineral rich Bushveld Complex. In fact, the District features the world's largest deposit of the platinum group metals (PGMs). What is striking about previous bouts of mining activity in the area is how changing commodity prices affected the opening, closing and, occasionally, re-opening of mines. When prices rose, new exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area closed. This is an important characteristic to take into consideration when providing infrastructure and housing to support expanding mining operations.

Currently, 17 operational mines are found within the District, with the majority of activity situated along the Dilokong Corridor (R37 and R555). The Dilokong corridor stretches across the Fetakgomo and Greater Tubatse LMs respectively (see **Figure 5a**). Some isolated activities are found within the Ephraim Mogale LM. Major mining companies operating in the GSDM (2006) include Anglo Platinum, Xstrata, BHP Billiton, Implants, ASA Metals and Marula Platinum. In spite of the involvement of major mining companies, mining in the District has not yet reached production limits. Consequently, a number of new developments are expected to take place. These include:

- Eleven new platinum and chrome mines over the next three years, possibly creating 17 000 direct jobs.
- A R2 billion smelter plant is being considered for construction in Tubatse, possibly creating 1200 jobs.

Figure 5a and 5b illustrates where the bulk of the platinum mining activity will take place within the District in the future. New mining activities within the Ephraim Mogale and Elias Motsoaledi LMs could potentially create land use conflicts between mining and agricultural activities. Furthermore, new mining activities may result in increasing pressure being placed on environmentally sensitive areas found within the north-eastern and south-eastern extents of the District. **Table 5** sets out the main existing (operational), and planned platinum mines in the District.

Table 5: Existing (Operational) and Planned Mines in the GSDM.

Mine	Controlling company	Local Municipality
Expansion in progress or production building up		
Lebowa Platinum	Angloplat	Fetakgomo LM
Modikwa	Angloplat African Rainbow Minerals	Tubatse LM
Mototolo	Angloplat	Tubatse LM
Everest South	Aquarius	Within 30km of GSDM
Two Rivers	African Rainbow Minerals	Tubatse LM
Marula UG2	Implants	Tubatse LM
Bankable feasibility study completed		
Blue Ridge	Ridge	Elias Motsoaledi LM
Bankable feasibility study planned or underway		
Sheba's Ridge	Ridge	Elias Motsoaledi LM
Smokey Hills	Platinum Australia	Tubatse LM
Twickenham	Angloplat	Tubatse LM
Mareesburg	Eastern Plats	Tubatse LM
Marula Merensky	Implants	Tubatse LM
Pre-feasibility study in progress or completed		
Kennedy's Vale	Eastern Plats	Tubatse LM
Der Brochen	Angloplat	Tubatse LM

Booyensdal	Angloplat	Within 30km of GSDM
Advanced exploration		

Ga-Phasha	Angloplat	Fetakgomo LM
Loskop	Boynton	Elias Motsoaledi LM
Early exploration		

Grootboom	Boynton	Tubatse LM
Tjate	Jubilee	Tubatse LM
Kliprivier	Nkwe	Within 30km of GSDM
Tinderbox	Placer Dome	Elias Motsoaledi LM
Berg	Platfields	Within 30km of GSDM

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhune land: Expectations and impediments

The projected number of employment opportunities in platinum mining within / near the GSDM up to 2015 is set out in **Table 6**. Importantly, based on the below mentioned statistics, **Burgersfort is set to become a city in the next 10-15 years.**

Table 6: Projected Employment in Platinum Mining within / near the GSDM up to 2015

Year	Production (k-oz)	Employees
2005	652	14,067
2006	700	14,570
2007	931	18,665
2008	1,412	27,287
2009	1,710	31,860
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666
2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhune Land: Expectations and impediments.

4.2.3. Agriculture

Agriculture in the GSDM is a mixture of both commercial and subsistence farming. The south-western corner of the District (Ephraim Mogale and Elias Motsoaledi LMs) specifically, contains one of the largest clusters of commercial agricultural production in South Africa (see **Figure 4**). However, in spite of being an important contributor to employment within the District, agriculture remains a relatively marginal contributor (approximately 9, 7%) to the

aggregate GGP of the District. Water scarcity, and the uncertainty created by land claims is unfortunately discouraging the expansion of commercial agricultural activities.

Essentially, commercial agriculture in the GSDM is concentrated in two main areas:

- The south-western part of the District (near Groblersdal and Marble Hall) (the Loskop Scheme); and
- The eastern section of the District (near Burgersfort and Ohrigstad) (the Ohrigstad Scheme).

i. The Loskop Scheme

The towns of Groblersdal and Marble Hall are found within the Loskop Valley. The commercial agricultural schemes in this valley are serviced by the Loskop Dam. In addition to the Loskop scheme, there are 5 smaller schemes within the Loskop agricultural area, namely:

- The Moosrivier scheme;
- The Hereford Scheme;
- The Olifants River Scheme;
- The Elands River Scheme; and
- The Selons River Scheme.

Collectively, these contribute significantly to commercial agriculture in the area.

ii. The Ohrigstad scheme

The Ohrigstad Scheme is supplied with irrigation water from the Ohrigstad Dam along the Ohrigstad River. The total area currently being irrigated is estimated at roughly 4,500 hectares.

Alternatively described, the agricultural activities within the GSDM tend to be concentrated along the following routes:

- The entire length of the N11 throughout the District;
- The R573 from Ephraim Mogaletso to the District boundary;
- The R25 between Dennilton and Groblersdal;
- The minor road linking the R573 and R25 between Groblersdal and Marble Hall;
- The R36 as far north as Branddraai; and
- The southern section of the R37 as far north as Burgersfort

4.2.4. Tourism

The District hosts the scenic Flag Boshielo Dam area, the adjoining Schuinsdraai Nature reserve, Potlake Nature Reserve and the Maleoskop resort and conservancy. Furthermore, the District has recently established the Kamoka Open Africa Route, which could be linked with the existing African Ivory and Cultural Heartland routes and the planned Great Limpopo Route.

Currently, an estimated 84 accommodation facilities, offering 2,627 beds are found throughout the GSDM. The tourism sector also employs approximately 962 persons. The table below sets out the accommodation facilities currently available in the District.

Table 7: Accommodation Facilities in the GSDM.

Municipal Area	No. of Facilities	No. of Beds	Occupancy rate (%)	Turnover	Staff Employment
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93 200,000	962

Yet, in spite of existing tourism attractions and facilities, and although tourism has been identified as one of the major growth sectors in the GSDM, the District lacks a major product to draw a significant volume of holiday tourists to the area. A major draw card could however firmly place Sekhukhune on established tourist routes to the Blyde River Canyon and Kruger Park.

4.3. Spatial Development Objectives

The following are the development objectives to be achieved as part of the Spatial Development Framework for the Greater Sekhukhune District Municipality:

- To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
- To optimally capitalize on the strategic location of the District by way of strengthening of internal and external linkages within provincial and regional context.
- To utilized the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
- To maximally utilise the mining potential in the district by way of the development of the Dilokong Corridor.

- To promote commercial farming and food production along the Olifants River and Steelpoort River drainage systems in the District.
- To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.
- To promote industrial/commercial development in the District with specific emphasis on Agri-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt (Tubatse).
- To create a strong east-west movement/development corridor in the District functionally linking the tourism precincts, mining belt and agricultural belt to one another, and to the markets of Gauteng Province along the Moloto Corridor.
- To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commercial
 - R583: Institutional, Residential
 - R33: Mining
- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi Purpose Community Centres to be established throughout the District.
- To consolidate the urban structure of the district around the highest order centres by way of infill development and densification in Strategic Development Areas.
- To establish a functional hierarchy of towns and settlements in the District based on the regional function and spatial distribution of these centres.

4.4. Strategic Development Areas

The currently dispersed settlement structure of the District has not only resulted in the costly duplication of essential community services and infrastructure, but has left some communities without access to these. Hence, proper planning in respect of the placement of the provision of resources is necessary to bring about an even, equitable, and cost-effective distribution of essential community services and infrastructure throughout the entire municipal area.

To achieve this, the SDF proposes the establishment of a **functional hierarchy of towns and settlements**, as well as the establishment of a **hierarchy of service centres** throughout the entire municipal area by way of Multi Purpose Community Centre (MPCC) development. Such an approach to the delivery of community services is aligned with both the National Integrated Sustainable Rural Development Strategy (ISRDS), and the DM's LED strategy which strives to promote nodal development. Establishing a hierarchy of services centres in the form of MPCCs holds the following advantages:

- Contributes towards urban-rural restructuring and environmental protection by means of promoting nodal development. Nodal development is conducive to targeted infrastructure spending, local economic development and corridor development;
- Promotes comprehensive regional development;
- Helps to speed-up infrastructure development and service delivery;
- Reduces the levels of inequality in living standards and access to basic services between rural and urban areas – ensures that all communities have access to at least the minimum levels of services as enshrined in the constitution;
- Basic services are provided by government in a financially sustainable manner;
- Provides government with a platform from which to develop energy centres, tele-centres and information technology infrastructure within rural areas;
- Provides a platform for entrepreneurship and small business development(LED);
- Provides guidance for the development and provision of engineering services;
- Indicates where to provide tarred road infrastructure and multi-modal transport facilities; and
- Helps to determine public transport service points and routes.

In terms of establishing a **hierarchy of towns and settlements** for the District, the SDF proposes the following (see **Figure 6**):

Primary Nodes

- **Burgersfort** as the primary mining and industrial node of the District.
- **Jane Furse** as the institutional capital node of the district.
- **Groblerdsdal** as the primary business and agricultural node of the district.

Based on a 20km services radius, the above mentioned nodes will be able to service almost the entire municipal area, if developed to their full potential. A number of settlements will however still be isolated from the services offered by these nodes, which reinforces the need for the development of MPCCs throughout the District.

Secondary Nodes

- **Steelpoort**
- **Marble Hall**
- **Ohrigstad**

These nodes have primarily been identified based on their regional accessibility, their central locations within the two primary economic activity areas, their status as growth points, and for coinciding with existing or proposed new bulk water distribution infrastructure.

As mentioned, in order to bring about an even, equitable, and cost-effective distribution of essential community services and infrastructure throughout the entire municipal area, the SDF also proposes the establishment of a **hierarchy of service centres**, based on a 10km services radius (see **Figure 6**).

Taking into consideration the overall development strategy for the District, which seeks to consolidate the fragmented and dispersed settlement structure, the SDF proposes a phased development approach. This implies that the Municipality should first develop all the 1st Order Priority MPCCs, before moving onto the second and third order ones. The development order, total number, and spatial location of the proposed services centres, were determined by taking into consideration the growth points, the population concentration points, the primary and secondary routes, as well as existing and proposed bulk infrastructure.

Importantly, to ensure that the Municipality lives up to its Constitutional obligation whilst striving to consolidate the dispersed settlement structure, the SDF proposes that the proposed MPCCs should form the focal point of infrastructure provision within the rural extents of the DM.

5. BRIEF SOCIO-ECONOMIC OVERVIEW OF THE DISTRICT

5.1. Geographic location of the District

Sekhukhune is an area with a long and proud history. It is also a place of majestic beauty with legal mountains, lush valleys and meandering rivers. Under its soil, lie vast deposits of precious metals – so vast that they today contain the largest reserves of platinum group metals in the world. Above its soil, sprout more than 2200 indigenous species of vascular plants, making it an area of exceptionally high biodiversity that is globally recognised. It is a land blessed by natural beauty, unusual resource endowments and a compelling history dating back to the 16th century.

The people of Sekhukhune still remember the heritage bequeathed to them by their forefathers – by the legendary Chief Sekhukhune 1st who is still commemorated by South African leaders today, by the compassionate Pretoria Bishop, Michael Furse, who championed the cause of mineworkers in the early 1900s, by the hundreds of migrant workers who belonged to the celebrated Fetakgomo movement in the 1950s and by more recent heroes like Elias Motsoaledi. It is a legacy of resilience against all odds, and a commitment to uplifting the lives of the ordinary people of the region.

Modern-day Sekhukhune is found in Limpopo province, the northern-most part South Africa. The district which lies in the south-eastern part of the province, covers an area of approximately 13 264 square kilometers, most of which is rural with almost 605 villages,

which are generally sparsely populated and dispersed throughout the District. It is estimated that only 5% of the Sekhukhune population live in urban areas.

The main urban centres are Groblersdal, Marble Hall, Burgersfort, Jane Furse, Ohrigstad, Steelpoort and Driekop. Outside these major towns, one finds almost 605 villages, which are generally sparsely populated and dispersed throughout the District. The area's towns and villages are serviced by its major rivers – the Olifants.

History behind the names ...

Elias Motsoaledi: A legendary hero who was born in Nebo and was later sentenced to life imprisonment as part of the Rivonia treason trial. He spent 26 years on Robben Island until his release in 1989.

Fetakgomo: The Sebatakgomo organization was first founded by migrant workers in the 1950s. It later resurfaced as Fetakgomo, a Pedi idiom which appeals for unity.

Makhuduthamaga: Literally meaning “the executive”, this was a term used to denote members of the Fetakgomo movement in the 1950s.

Ephraim Mogale: A Cadre who was born in Bingley, near Settlers on the 6th February 1955. He was later sentenced to eight years (8) years in Robben Island, of which he served five (5). He was released in 1985.

Tubatse: Named after the famous Tubatse (Steelpoort) River. The capital of the early Pedi empire, Manganeng, was found on the banks of this river in the early 1800s.

The area is governed by the Greater Sekhukhune District Municipality (GSDM), a Category C municipality established in December 2000. Until early 2006, the District was a cross-border municipality, straddling the Limpopo and Mpumalanga provinces. In 2005, following a Constitutional amendment prohibiting cross-border municipalities, the District was wholly incorporated into Limpopo Province – a move that has caused social tensions in the area.

The District is made up of 5 local municipalities (LMs) – Elias Motsoaledi Local Municipality (formerly the Groblersdal Local Municipality), Fetakgomo Local Municipality, Ephraim Mogale Local Municipality, Greater Tubatse Local Municipality and Makhuduthamaga Local Municipality. Ephraim Mogale Municipality is predictably found within the Marble Hall area, whilst the others are centred on major conurbations like Groblersdal (Elias Motsoaledi), Apel (Fetakgomo), Burgersfort (Tubatse) and Jane Furse (Makhuduthamaga).

The district consists of 116 wards which are broken down per local municipality as follows:

Local Municipality	Number of Wards	Number of Villages
Elias Motsoaledi	29	104
Fetakgomo	13	87
Ephraim Mogale	14	69
Greater Tubatse	29	202
Makhuduthamaga	31	143
TOTAL	116	605

5.2. Demographics

The present total population of the GSDM is estimated at 1,090,424 (Statssa, Community Survey 2007). According to the Water Services Development Plan (WSDP) the figures reflect a slight increase in population as indicated in the table below. Therefore this clearly shows that the available official statistical information is not accurate. It then creates a gap in the planning of the delivery of services. The most populated local municipalities are Tubatse, Makhuduthamaga and Elias Motsoaledi respectively. Between the census of 2001 and the community survey 2007, population in some municipalities has decreased while it increased significantly in others, with Tubatse, Makhuduthamaga and Ephraim Mogale being the cases in this point. The population breakdown is depicted on the table below:

Table 9: Breakdown of population per local municipality

Municipality	2001	2007
Fetakgomo	97,141	112,232
Elias Motsoaledi	233,215	247,488
Makhuduthamaga	276,404	262,726
Ephraim Mogale	127,668	124,510
Tubatse	290,319	343,468
Total	1,024,748	1,090,424

Source: STATS SA Community Survey 2007

Table 10: Breakdown of population per local municipality

Municipality	Total
Fetakgomo	112,232
Elias Motsoaledi	247,488
Makhuduthamaga	262,726
Ephraim Mogale	174,375
Tubatse	343,468
Total	1,140,289

Source: WSDP

As the previous chapter highlighted, however, NSDP calculations place Sekhukhune in the top 20 most populous Districts/Metros in South Africa (in 15th position). The NSDP also declares that the District hosts 2, 16% of the total South African population (The Presidency, 2006).

The Sekhukhune population is divided into a number of households. The next table illustrates the division of households per local municipality.

Table 11: Households per local municipality

MUNICIPALITY	2001	2005	2007
Fetakgomo	18,789	20,040	21,851
Elias Motsoaledi	45,478	51,518	46,840
Makhuduthamaga	54,206	56,988	53,654
Ephraim Mogale	24,189	27,940	28,215
Tubatse	53,850	60,435	66,611
Total	204,744	216,921	217,172

Source: STATSSA Community Survey 2007

Table 12: Households per local municipality

Municipality	2009
Fetakgomo	28,266
Elias Motsoaledi	52,263
Makhuduthamaga	53,654
Ephraim Mogale	32,304
Tubatse	66,611
Total	233,098

Source: WSDP

Households per local municipality

Most Sekhukhune households are headed by females, a characteristic that has significant social implications for the District. This situation is largely the result of the economic migration of male family members to seek work outside the District.

Out-migration and male absenteeism in Sekhukhune

A striking characteristic of the Sekhukhune population is the high levels of male absenteeism in the District. This is the result of most males being forced to seek work outside Sekhukhune. The table below is based on a sample survey in the area, and attempts to characterize the types of migrants that leave Sekhukhune households to seek work in other parts of the country.

Table 13: Categories of migrants from Sekhukhune households

Category	Number	%
Regular migrants (return every week or month)	70,257	56,8
Seasonal migrants (for a limited period each year)	34,005	27,5
Prolonged period away (more than 6 months at a time)	19,496	15,7
Total number of absentee migrants	123,759	100

Economic migration clearly affects both current population figures and projected population growth in the District. As subsequent sections of this chapter will show, it also fundamentally affects economic planning in Sekhukhune. Current discussions on augmenting rail transport in the area, for example, are underpinned by analyses of the number and types of migrants who travel in and out of the area.

What is undisputed is that the remittances sent back to Sekhukhune households by workers elsewhere contribute significantly to livelihoods in the district. The table below, also based on a sample survey, attempts to quantify the remittances received by households in the District.

Table 14: Remittances received by Sekhukhune households in 2006

Number of Brackets	%
Less than R500	12,9
R500 – R1,000	23,7
R1,001 – R3, 000	12,7
More than R3,00	50,7
Total	100

According to the NSDP, the Sekhukhune District has the 4th largest out-migration (people migrating out of the District) in the country with 6.69% of its total population (2001) opting to leave Sekhukhune (The Presidency, 2006). The volume and nature of migration is clearly a factor that development planners in the District need to take into account in their medium-term planning.

Population growth rates

UNISA's Bureau for Market Research estimates population growth in Sekhukhune as follows:

Table 15: Projected population growth rates in Sekhukhune

Municipality	2005	2006	2007	2008	2009
Fetakgomo	97,141	98,278	99,349	100,342	101,346
Elias Motsoaledi	233,215	236,014	238,657	241,115	243,599
Makhuduthamaga	276,404	279,417	282,266	284,920	287,598
Ephraim Mogale	127,668	129,072	130,363	131,667	133,115
Tubatse	290,319	293,803	297,035	300,005	303,005
Total	1,024,748	1,036,583	1,047,670	1,058,049	1,068,662

Source: Limpopo Development Information Database

5.2.1. Household size

The households' sizes in the rural areas differ with the households' sizes in the urban areas. The households' sizes in the rural areas are 4.76% while in the urban areas are 4.22%.

5.2.2. Population group

The majority of people in GSDM are Africans while there are other groups like whites, coloureds and Asian people. The largest percentage of Whites, Coloureds and Asians are found in Elias Motsoaledi, Ephraim Mogale and Burgersfort.

5.2.3. Home language

The dominant home language in GSDM is Sepedi with 83.34% followed by Isindebele in 4.4%. According to statistics, the areas that are predominantly pedi speaking are Makhuduthamaga and Greater Tubatse. Comparing English and Afrikaans speakers, there are few English speakers in 0.22% while the Afrikaans speakers are in 0.83%. Most Afrikaans speakers are in our former white only towns of Groblersdal, Marble Hall and Burgersfort.

5.2.4. Age and Gender

Within Sekhukhune, the below- 18 age group makes up almost 50% of the population. Behind this average, lie slight variations in the different municipalities. This ranges from 51% in Makhuduthamaga (comparatively the youngest population) to 48% in Ephraim Mogale (comparatively the oldest population).

Table 16: Age and gender profile

Municipality	Age group	Male	Female	Total
Fetakgomo	0-17	22,916	23,080	45,996
	18-64	15,816	23,996	39,812
	65+	1,951	4,322	6,273
	Total	40,684	51,398	92,081
Elias Motsoaledi	0-17	53,444	54,172	107,616
	18-64	40,863	58,753	99,616
	65+	4,422	9,085	13,506
	Total	98,729	122,009	220,738
Makhuduthamaga	0-17	66,600	67,468	134,068
	18-64	41,816	69,246	111,062
	65+	5,601	12,179	17,779
	Total	114,017	148,892	262,909
Ephraim Mogale	0-17	28,894	28,777	57,670
	18-64	24,353	32,061	56,414
	65+	2,534	4,701	7,236
	Total	55,780	65,539	121,320
Tubatse	0-17	67,895	68,990	136,885
	18-64	49,252	70,351	119,603
	65+	4,182	9,446	13,627

	Total	121,329	148,787	270,116
Total	0-17	239,750	242,486	482,236
	18-64	172,101	254,406	426,507
	65+	18,689	39,733	58,422
	Total	430,540	536,625	967,165

Stats SA Community Survey 2007

The male-female ratios are almost equal in the age group below 18 years, but females are almost 60% of the population in the working age group and more than 68% in the senior age group for the Sekhukhune district as a whole. It is obvious then that a significant number of Sekhukhune males have alternative residence away from the district – a fact already alluded to earlier in this chapter. The ratio is as high as 62% in Makhuduthamaga and 57% in Ephraim Mogale.

5.2.5. Religion

Belief systems reported in this district are dominated by different ritual practices. The Zion Christian Churches are the most dominant churches in the District in 33.44% and they are most visible in Elias Motsoaledi, Tubatse and Makhuduthamaga.

They are followed by other Apostolic Churches which are 15.39% and are spread all over the five local municipalities. Orthodox and Judaism are only found in Elias Motsoaledi with small margin of 1% each. Hinduism is only visible in Elias Motsoaledi and Ephraim Mogale with a margin of 2% each. The research has also shown that 53% of the people who live in the GSDM follow African Traditional belief system.

5.2.6. Level of education

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journey of growth and attain their distinctive dreams and aspirations. International evidence suggests that countries that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

The percentage of the population in Sekhukhune older than 20 years of age with no schooling is the highest in both Limpopo and Mpumalanga Provinces. That figure is also more than twice that of the South African population.

Table 17: Highest level of Education for those twenty years and older Education: Sekhukhune, SA and other DMs in Limpopo and Mpumalanga

DM and SA		Sekhu khune	Bohl a bela	Gert Siba nde	Nka n gala	Ehln zen	Mop ani	Vhe mbe	Capri corn	Water berg	South Afica
Higher (%)	Cha nge	1.56	1.75	0.31	-0.14	0.50	1.60	1.39	2.35	1.89	2.29
	01	4.70	5.96	5.45	6.11	6.23	6.46	7.42	8.59	6.26	8.45
	96	3.14	4.21	5.14	6.25	5.73	4.86	6.03	6.24	4.37	6.16
Grade 12%	Chan ge	-0.42	-3.23	-3.01	4.01	4.20	- 0.36	1.04	1.75	0.75	3.98
	01	11.22	12.11	16.41	19.9 2	18.81	12.6 6	14.3 6	17.52	14.54	20.42
	96	11.64	15.34	13.40	15.9 1	14.61	13.0 2	13.3 2	15.77	13.79	16.44
Complete primary (%)	Change	-0.74	-0.06	-0.58	-1.03	-0.97	- 0.28	- 0.43	-0.77	-0.14	-1.10
	01	4.57	4.91	6.21	5.90	5.76	5.13	5.78	5.84	6.76	6.37
	96	5.31	4.97	6.79	6.93	6.73	5.41	6.21	6.61	6.90	7.47
No Schooling (%)	Change	-1.89	-0.83	-2.98	-0.18	-2.29	- 3.64	- 4.16	-2.82	-3.58	-1.40
	01	42.64	38.90	26.33	24.6 2	30.18	37.8 3	32.0 9	26.42	25.76	17.93
	96	44.54	39.73	29.31	24.8 0	32.47	41.4 7	36.5	29.24	29.34	19.33

Source: Draft GSDM 2025 Development Strategy: 2006

The table below sets out the education profile of each local municipality in Sekhukhune.

Table 18: Education profile per Local Municipality

	Elias Motsoaledi	Fetakgo mo	Ephraim Mogale	Greater Tubatse	Makhudut hamaga	Grand Total
No Schooling	4.13	1.69	1.67	3.88	4.60	15.98
Some Primary Education	5.56	2.74	3.31	8.70	6.12	26.43
Grade 7/Std 5/ABET 3	1.25	0.65	0.68	1.83	1.27	5.68
Some Secondary Education	6.17	2.95	3.03	9.76	6.90	28.79
Completed Secondary Education	1.46	0.53	0.67	1.56	0.87	5.09
Certificate with/without GR.12	0.33	0.11	0.22	0.57	0.22	1.45
Diploma with/without Gr.12	0.24	0.27	0.19	0.41	0.35	1.47
Degree & Higher	0.21	0.08	0.12	0.19	0.18	0.77
Unspecified	0.46	0.05	0.06	0.49	0.56	1.62
Out of scope (children under 5 years of age)	2.88	1.22	1.47	4.11	3.02	12.71
Grant Total	22.70	10.29	11.42	31.50	24.09	100.00

Source: Statistics South Africa Community Survey 2007

As indicated in the tables above, the District has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only around 1% of the population has obtained tertiary educational qualifications.

The Limpopo Provincial Growth and Development Strategy indicate that Sekhukhune has the least of highly skilled individuals in the province. The low skills reduce the ability of the District to be innovative and economically productive.

While there has been an improvement, this has been far below that of the other DMs in the Limpopo province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half that of the South African population and the lowest the DMs in the Limpopo and Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant

entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

5.2.7. Disability

95.88% do not have disability, which means that the majority of the population do not need any disability related care in both public and private buildings. 1.34% has physical disability followed by sight at 0.68%, emotional at 0.63%, deaf at 0.55 and multiple disabilities at 0.17%. The table below illustrate the types of disabilities found in the district:

Table 19: Disability Types

Disability	Elias Motsoaledi	Fetakgomo	Ephraim Mogale	Greater Tubatse	Makhudut hamaga	Grand Total
Sight (blind/severe visual limitation)	3.10	2.21	1.62	5.04	6.39	18.36
Hearing (Deaf)	2.01	1.39	1.42	2.33	1.83	8.98
Communication (speech Impairment)	1.42	0.49	0.21	1.74	1.94	5.79
Physical (need wheelchair)	9.69	2.26	4.54	7.83	11.60	35.91
Intellectual (serious difficulty in learning)	1.01	1.14	1.73	2.23	3.14	9.24
Emotional (Behaviour)	5.63	1.91	1.87	3.99	3.66	17.06
Multiple Disabilities	0.38	1.45	0.18	0.41	2.24	4.65
Grand Total	23.23	10.85	11.56	23.57	30.80	100.00

Source: STATS SA, Community Survey 2007

5.2.8. Income

The figures below indicate that people in the GSDM have different income gaps while a huge number of people do not receive any income from any source. This analysis shows that many people in the GSDM live below poverty line.

Table 20: Income Groups in the GSDM

No income	21842
R1-R4 800	17969
R4 801-R9 600	31484
R9 601-R19 200	50657
R19 201-R38 400	45039
R38 401-R76 800	18555
R76 801-R153 600	9895
R153 601-R307 200	5681

R307 201-R614 400	745
R614 401-R1 228 800	183
R1 228 801-R2 457 600	152
R2 457 601 or more	156
Response not given	14814

STATSSA, Community Survey, 2007

5.2.9. Mode of Transport

The main modes of transport in GSDM were buses, taxis and trucks. There were 45.02% of the people travel on foot to go to work and some to schools. 1.45% of the people in the District prefer to travel by taxis while 1.39% of people prefer to travel by bus. All the five local municipalities in the district depended on taxis and buses which were subsidized and some were not subsidised.

5.2.10. Economically Active Population

The GSDM like any other District in South Africa is experiencing a decline in formal job opportunities because of the general global economic meltdown. This has led to an escalating unemployment particularly among the economically active population of 18 years and above. Unemployment rate has encouraged the fast growth of informal sector in the district. The table below provides a breakdown of the employment patterns within the District.

Table 21: Economically Active population

Description	Ephraim Mogale	Tubatse	Fetakgomo	Elias Motsoaledi	Makhuduth amaga	Sekhukhune
Employed	15056	45321	7236	38098	21978	127688
Unemployed	11098	51551	11566	16725	33346	124226
Non economically active	40787	90696	39511	79066	77494	327553
N/A	20,031	110,467	43,390	42,472	126,622	354,626
Unspecified	40					0
Total	87,012	298,035	101,703	176,361	259,440	934,093

Source: STATS SA Community Survey 2007

5.2.11. Employment by Industry

Conventional wisdom has it that agriculture; mining and tourism are three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of the District economy being dominated by community services, mining and trade. It must be noted that it is very difficult to find accurate data for the local level in South Africa. Those data-gathering

exercises that do exist often yield vastly different accounts of local realities. Most public sector plans and IDPs, however, draw on Stats SA data even whilst recognizing some of its limitations.

Table 22: The Breakdown of employment by industry in the GSDM is as follows:

Sectors	Makhudutha maga	Fetakg omo	Ephraim Mogale	Elias Motsoaledi	Greater Tubatse	Grand Total
Agriculture, Hunting, Forestry and fishing	0.23	0.01	0.29	0.54	0.31	1.38
Mining and Quarrying	0.02	0.39	0.02	0.03	1.72	2.18
Manufacturing	0.17	0.02	0.25	0.47	0.49	1.41
Electricity, Gas and Water Supply	0.03	-	0.04	0.07	0.02	0.16
Construction	0.31	0.05	0.16	0.33	0.32	1.17
Wholesale and retail trade	0.52	0.10	0.26	0.96	0.83	2.66
Transport, Storage and communication	0.09	.01	0.08	0.28	0.26	0.72
Financial, Insurance, real Estate and	0.05	-	0.19	0.44	0.44	1.12
Community, Social and Personal Services	0.77	0.32	0.59	1.00	0.93	3.62
Other and no adequately defined	0.14	0.03	0.36	0.41	0.39	1.32
Not applicable	19.40	8.64	8.75	16.69	24.63	78.11
Unspecified	1.54	0.34	0.35	1.96	1.98	6.16
Grand Total	23.26	9.92	11.33	23.18	32.31	100.00

Source: STATS SA: Community Survey 2007

The three main contributors to GGP were community services (3.62%), mining (2.38%) and trade (2.66%). Despite these findings, the District has very consciously chosen to explore the potential of mining, agriculture and tourism as key contributors to the Sekhukhune economy up to the year 2025. This is also in recognition of the fact that thriving local economies should not depend overly on public sector injections of income.

5.3. Access to Services

Accessibility to both social and economic services is a springboard to active participation not only in the economy but also in community affairs. Services like water, energy, road, ICT and transport expedite many issues among people and the international world. Therefore, their unavailability impedes and frustrates their development needs and their socio-economic progress.

Water and sanitation

The District is faced with a mammoth responsibility of providing water and sanitation to many villages that depended on boreholes and rivers for the past years. Many of these boreholes have dried up while river water is not good for human consumption.

Toilet Facilities

The GSDM has different households that use different types of toilet facilities. Almost all towns in the District use flushing toilets while in the rural areas there are few households that use flushing toilets. The rest of the population in the rural areas of the District use pit latrines.

Lighting

The provision of electricity in most of the rural villages has assisted many households to use it for lighting. Statistics has shown that Ephraim Mogale Municipality has been provided with lighting in almost all its rural villages. There is still a need to provide electricity for lighting in other municipalities like Fetakgomo, Makhuduthamaga, Tubatse and Elias Motsoaledi.

Energy used for cooking

Larger percentage of villages in the rural areas does not use energy for cooking. They still depend on the collection of fire wood for cooking. Smaller percentage of people use energy for cooking. It is only in towns where almost all people use energy for cooking. Perhaps, 0, 1% of people use coal for cooking if there are such people. There are also few people who use other sources of energy for cooking like gaze.

Energy used for heating

Fire wood remains a dominant energy source used in rural villages for heating. It should also be indicated that even in towns, fire wood is used by some for heating. Smaller percentage of people in towns uses electricity for heating.

Refuse removal

Waste removal is being provided in urban centres like Marble Hall, Groblersdal and Burgersfort. Permitted landfill sites are Marble Hall, Burgersfort, Jane Furse and recently (Malogeng and Mphanama) in Fetakgomo. The waste disposal and collection has just started in some parts of Makhuduthamaga. There some villages that conduct their own illegal dumping sites which could be a potential environmental and health hazard.

Telephone Facilities

Telephone facility remains a challenge in the GSDM's vicinity. It is commendable that many villages in the District have access to the use of telephone and cell phones but there are these other villages where there is totally no reception for both telephones and cell phones.

Sekhukhune population experiences a clear cut from the international communities due to lack of information Communication Technology (ICT). The State of the Province report that was presented in 2005 has shown that Sekhukhune was still lagging behind in comparative terms with the other Districts in the province. The population fails to take the advantage of the ever-expanding internet and e-mail telecommunication facilities especially for educational and business opportunities. This is potentially an important pathway to economic growth in the District.

In addition, there are still villages in the District that cannot get proper signals for radios and Televisions because of their geographic location. This is especially true of the mountainous villages like Tswereng, Mahlabeng, Rostok, Mooihoek, India, Ga-Makopa, Pelangwe, Phahlamanoge, Tjate, Kgautswane etc.

6. GSDM'S IDP PRIORITY ISSUES

A. INSTITUTIONAL PRIORITY ISSUES AND DEVELOPMENTAL NEEDS

6.1. Issue 1: Powers, Duties and Functions

6.1.1. Background and Problem Statement

The GSDM has assumed responsibilities in several powers, duties and functions at the local municipalities due to capacity and establishment's constraints. Functions such as water and sanitation, waste management and disaster management are the responsibilities of the district. Local Municipalities are considered as the low capacity municipalities. The District must devise a long-term capacitation strategy for the concerned municipalities to enable them to perform these functions.

The Traditional Leadership and Governance Framework Act 41 of 2003 is in operation and has been implemented in Limpopo Province. The Act has enabled the MEC for Local Government and Housing to appoint representatives of the Traditional Leaders in the area of the jurisdiction of the GSDM to participate in the GSDM's Council as provided for in the Systems Act.

Land administration remains a bone of contention between the traditional and the municipal administrations. Land administration needs to be addressed as a matter of urgency for effective development of rural communities. Our five municipalities remain with a challenge of land allocation for either residential or development priorities because traditional leadership are also

having the responsibilities of allocating sites to residents. Traditional leaders allocate sites without engaging the municipalities to ascertain issues relating to township establishment and land development requirements. Fetakgomo Local Municipality is the case in point that needs to be addressed to effect development. The District, Local municipalities and traditional leadership should devise a system of engagement and cooperation in order to address some of these challenges.

The question of service boundaries for Provincial and National spheres of government needs further attention with a view of alignment of these with municipal boundaries to facilitate service delivery. A lot still needs to be done for well, proper and coordinated service delivery in our communities.

Table: 23 Duties and Functions of the Municipalities

Function	Elias Motsoaledi	Ephraim Mogale	Tubatse	Makhudu thamaga	Fetakgomo	GSDM
Air Population	Yes	Yes	No	No	No	-
Building regulation	Yes	Yes	Yes	Yes	Yes	-
Child Care Facilities	Yes	Yes	Yes	Yes	Yes (By-Law being developed)	-
Electricity Reticulation	Yes	Yes (for Ephraim Mogale Town)	No	No	No	No
Fire Fighting	No	No (provide function on behalf of District)	No	No	No	Yes
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Airport	Yes	Yes	Yes	Yes	No	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	IDPs
Municipal Health Services	No	No (provide function on behalf of District)	No	No	No	Perform its own functions
Municipal Public Transport	Yes	Yes	Yes	Yes	No	Yes
Pontoons and Ferries	Yes	Yes	Yes	Yes	No	-
Storm Water	Yes	Yes	No	No	No	Yes
Trading Regulations	Yes	Yes	Yes	Yes	Yes	-
Water (Potable)	No	No	No	No	No	Perfor

		(provide function on behalf of District)				ms its own functions
Beaches and Amusement Facilities	Yes	Yes	Yes	No	No	-
Billboards and display of advertisement in public places	Yes	Yes	Yes	Yes	Yes	-
Cemeteries, Funeral Parlours and Crematoria	Yes	Yes	Yes	Yes	Yes	Yes
Cleansing	Yes	Yes	Yes	Yes	No	-
Control of undertaking that sell liquor to the public	Yes	Yes	Yes	No	No	-
Facilities for the accommodation, care and burial of animals	Yes	Yes	Yes	Yes	No	-
Fencing and fences	Yes	Yes	Yes	Yes	No	-
Licensing of dogs	Yes	Yes	Yes	Yes	No	-
Licensing and control of undertakings that sell food to the public	Yes	Yes	Yes	Yes	No	-
Local Amenities	Yes	Yes	Yes	Yes	No	-
Local Sport Facilities	Yes	Yes	Yes	Yes	No	-
Markets	Yes	Yes	Yes	Yes	No	Yes
Municipal Abattoirs	Yes	Yes	Yes			Yes
Municipal Parks and Recreation	Yes	Yes	Yes	Yes	Yes	-
Municipal Roads	Yes	Yes	Yes	Yes	No	Yes
Noise Pollution	Yes	Yes	Yes	Yes	No	-
Pounds	Yes	Yes	Yes	Yes	No	-
Public Places	Yes	Yes	Yes	Yes	Yes	-
Refuse Removal, refuse dumps	Yes	Yes	Yes	Yes	Yes	Yes

and solid waste disposal						
Street Trading	Yes	Yes	Yes	Yes	Yes	-
Street Lighting	Yes	Yes	Yes	Yes	Yes	-
Traffic and Parking	Yes	Yes	Yes	Yes	Yes	-

6.2. Issue 2: Municipal Transformation and Organisational Development

6.2.1. Background and Problem Statement

This is a multi-faceted issue which includes administration and human resources (HR) as well as Information Communication technology (ICT). Each of these is briefly outlined below:

Administration and Human Resources

The GSDM focuses specifically on the development of scarce and critical skills. The District is found wanting in terms of looking at shortage of skills that are needed in different key sectors. To address this anomaly of skills shortages, short, medium to long term measures are needed to address the structural imbalances of the past. The District has developed adopted its own Human Resources Development Strategy as a tool that would assist in the development of skills for the unskilled personnel. The District has a challenge in addressing the shortage of skills by doing the following:

- Improving the foundation for human development through ECD, ABET GET, FET and HET.
- Reduce reliance on imported skills by improving the local supply of critical and scarce skills.
- Building of foundations of SMMEs to reduce unemployment and poverty through the creation of job opportunities.
- The development of Workplace Skills Plan (WSP) that caters for staff and personnel.
- Involvement in partnership with SETA for the training of the unemployment graduates to take up opportunities in different careers.
- The Implementation of Employment Equity Plan for the District so that the disabled and other groups are included in the plan.
- Implementation of Performance Management System and capacity building of employees.
- For the establishment of a formidable Information and Communication Technology in the District.

6.3. Issue 3: Financial Viability

6.3.1. Background and Problem Statement

The financial objective of the GSDM is to secure sound and sustainable management of the financial affairs of the District and to assist the five local municipalities within the GSDM to be financially viable. The Audit reports as issued by the Auditor General for the past five years have indicated a lot of financial challenges ranging from disclaimer audit reports, low revenue collection, inadequate asset management and internal controls.

COMPLIANCE WITH MUNICIPAL FINANCE MANAGEMENT ACT

➤ Section 63 – Assets and Liability Management

The municipality has a GRAP compliant asset register which is updated on a quarterly basis.

➤ Section 64 – Revenue Management

The municipality has credit control and debt management policy and the tariff policy which are reviewed annually. The municipality derives its revenue from government grants and billing of water consumption. Billing is done on the 25th of every month through the Munsoft system, which is planned to be phased out and will be replaced by E-Venus. Draft revenue enhancement strategy is being developed awaiting council approval.

➤ Section 82 – Delegations

Compiles reviews and approved a Register of Delegated Powers and Functions annually.

➤ Section 83 – Competency Levels of Professional Financial Officials

Municipality provides assistance to personnel to improve competency levels

➤ Section 111 – Supply Chain Management

Supply Chain Management Policy was adopted by Council in 2005 and is reviewed annually with the adoption of the budget. The municipality has established a three-part bid committee system.

➤ Section 165 – Internal Audit Unit

An internal audit unit has been established and functional with appointment of three officials. The unit has an audit charter which was approved and adopted by council in 2008 and is reviewed annually.

➤ **Section 166 – Audit Committee**

Audit committee has been established and effective. It is scheduled to meet at least four times in a year. The audit committee has an audit committee charter which was approved and adopted by the committee and noted by council in 2008 and reviewed annually.

Conformity exist within the following stipulations on report and reportable matters:

- Section 8 to 11 Report to National Treasury and the Auditor-General on primary bank account or change to bank account.
- Section 13(3) and (4) – Bank or investment balances to the Auditor-General.
- Section 52(d) – A quarterly budget and financial report by the Executive Mayor to Council.
- Section 71 – Monthly budget statement to Provincial and National Treasury (xx Municipality to sign off monthly reports to PT & NT for full compliance.
- Section 72 – Midyear budget and performance assessment by Accounting Officer.
- Section 75 – Prescribed information placed on official website.
- Section 121 and 127 – Annual Report that includes:
 - The annual financial statements
 - The annual report

➤ **Section 122 to 126 – Annual Financial Statements**

Table: 24 The AFS has been compiled in terms of GAMAP/GRAP:

Financial Year	Submission date	Audit Report
2006/07	12 September 2008	Disclaimer
2007/08	21 November 2008	Disclaimer
2008/09	31 August 2009	Disclaimer

Table: 25 Issues leading disclaimer audit reports

2006/2007	2007/2008	2008/2009
Asset management (PPE) <ul style="list-style-type: none"> • Lack of project files; • Incorrect capitalization of VAT; • Project description of FAR does not agree to project register; 	Asset Management <ul style="list-style-type: none"> • No supporting documents for additions; • Verification of unbundled • Overstatement of PPE and understatement of current liabilities; 	Asset Management <ul style="list-style-type: none"> • Valuation of opening balances • Separation of unbundled assets • Review of useful life of assets

2006/2007	2007/2008	2008/2009
<ul style="list-style-type: none"> • Incorrect depreciation of assets; • Incorrect disclosure of land and buildings (separation); • Incorrect format of asset register • Understatement of opening balance; and • Overstatement of additions 	<ul style="list-style-type: none"> • Incorrect capitalization of depreciation; • Incorrect format; • No asset numbers allocated 	
Document Management – no supporting documents for <ul style="list-style-type: none"> • Expenditure, • Employees costs, • Debtors; and • Journals 	Document Management <ul style="list-style-type: none"> • Capital commitments • No project status reports • Trades and payable 	Document Management <ul style="list-style-type: none"> • None
Expenditure Management – Incorrect recording of accruals	Expenditure Management Incorrect accounting	Expenditure Management <ul style="list-style-type: none"> • Understatement of expenditure (water related incurred by municipalities on behalf of district) • No accrual of agency fee costs to municipalities
Inventory Management <ul style="list-style-type: none"> • None 	Inventory Management <ul style="list-style-type: none"> • None 	Inventory Management <ul style="list-style-type: none"> • No inventory valuation and recording
Accumulated surplus	Accumulated surplus	Accumulated surplus- <ul style="list-style-type: none"> • No inventory valuation and recording
Provisions <ul style="list-style-type: none"> • None 	Provisions <ul style="list-style-type: none"> • None 	Provisions <ul style="list-style-type: none"> • No provision for rehabilitation of land fill sites • Ownership of land fill sites
Irregular expenditure- <ul style="list-style-type: none"> • Approval of purchases 	Irregular expenditure <ul style="list-style-type: none"> • None 	Irregular expenditure <ul style="list-style-type: none"> • None
Revenue Managements –	Revenue Managements	Revenue Managements –

2006/2007	2007/2008	2008/2009
Completeness <ul style="list-style-type: none"> RSC levies 	<ul style="list-style-type: none"> No project status reports 	Completeness <ul style="list-style-type: none"> Water sale from local municipalities
Subsequent events – no council minutes		<ul style="list-style-type: none"> None
Trade and payables- <ul style="list-style-type: none"> Unrecorded payables Retention monies having debit balances Casting error 	Trade and payables- <ul style="list-style-type: none"> No accrual list Retention having debit balances (no supporting documentation) 	Trade and payables- <ul style="list-style-type: none"> Unrecorded payables Inadequate system of trades and payable maintenance Maintenance of leave records
Investments- <ul style="list-style-type: none"> Understatement of investments Incorrect classification 	Investments- <ul style="list-style-type: none"> None 	Investments- <ul style="list-style-type: none"> None
Trade and receivables	Trade receivables <ul style="list-style-type: none"> No age analysis reconciliation Difference between general ledger and financial statements; Overstatement of current receivables and understatement of operating expenditure; 	Trade and receivables
VAT- <ul style="list-style-type: none"> Difference between VAT receivable and VAT returns 	VAT- <ul style="list-style-type: none"> Difference between VAT receivable and VAT returns 	VAT-
Cash and cash equivalents <ul style="list-style-type: none"> Incomplete accounting policies Non compliance Contraction in accounting statements 	Accounting policies <ul style="list-style-type: none"> Non compliance Does not indicate exemptions granted 	Accounting policies-
Accounting policies- <ul style="list-style-type: none"> Incomplete accounting policies 	Accounting policies <ul style="list-style-type: none"> Non compliance Does not indicate 	Accounting policies-

2006/2007	2007/2008	2008/2009
<ul style="list-style-type: none"> • Non compliance • Contraction in accounting statements 	exemptions granted	
Disclosure- GRAP 1: 141(a) and (b) <ul style="list-style-type: none"> • No inclusion of disclosure requirement 	Disclosure- GRAP 1 : 141(a) and (b)	Disclosure- GRAP 1 : 141(a) and (b)
Material loss through criminal conduct	Material loss through criminal conduct	Material loss through criminal conduct

➤ **Section 129 – Oversight Reports on Annual Reports**

The Municipality has established an Oversight Committee which considers the adoption of the annual report.

➤ **Section 131 – Issue raised by the Auditor-General in Audit report**

The municipality developed an action plan to deal with issues by Auditor-General, which is monitored on a monthly basis management to track progress.

Table: 26 Action Plan to deal with issues raised by Auditor – General for financial year ended 30 June 2009

Legislation	Audit issue	Activity to be performed	Responsible municipality	Challenges	Remedial Action	Time frame
MFMA Section 63 (1) and (2)	Property, plant and equipment <ol style="list-style-type: none"> 1. In my previous audit report dated 9 property, plant and equipment had not been correctly valued and included in the balance of R700, 423,887.00. 2. No separate value of each unbundled asset as included in the opening balance of R700, 423,887.00. 3. The municipality has not reviewed the useful life and the residual value of its property, plant and equipment. 	<ul style="list-style-type: none"> • Perform asset audit • Proper recording of assets • Valuation of assets • Preparation and updating of asset register • Preparation and updating of assets register • Preparation of monthly general ledger and asset register reconciliations • Review of assets useful life 	Manager Asset Management	None	None	30 June 2010
	Provisions <ol style="list-style-type: none"> 4. The municipality had not created a provision for the restoration of landfill sites. 	<ul style="list-style-type: none"> • Make budget provision for land fill sites restoration 	Director Community Services			

Legislation	Audit issue	Activity to be performed	Responsible municipality	Challenges	Remedial Action	Time frame
	5. Lack of information on land fill site ownership	<ul style="list-style-type: none"> • Revisit powers and functions as gazette. • Engage local municipalities on clarify powers and functions. • Engage municipalities on clarifying ownership of assets. 	Municipal Manager			
	Inventory 6. The municipality did not value its inventory on hand as at the year-end. 7. Further, as it did not implement and adequate inventory recording system for the year under review	<ul style="list-style-type: none"> • Perform inventory count • Valuation of inventory • Proper recording of inventory • Preparation of monthly general ledger and inventory reconciliations 	Manager Asset Management			30 June 2010
Section 64 (1)	8. Understatement of revenue due to exclusion of revenue from the provision of water services on behalf of Greater Sekhukhune District Municipality	<ul style="list-style-type: none"> • Perform monthly consumer billing. • Perform revenue collection received by municipalities on behalf of district. 	Manager Income/Accountant income			30 June 2010

Legislation	Audit issue	Activity to be performed	Responsible municipality	Challenges	Remedial Action	Time frame
		<ul style="list-style-type: none"> Account and recording of debtors raised by municipalities. Account and record revenue collected by municipalities on behalf of district. Transfer of money received on behalf of district. Transfer of debtors raised by municipalities on behalf of district Prepare monthly reconciliation of revenue received and debtors raised. Transfer of agency fees to collecting agency. 	<p>CFOs of local municipalities and Lepelle Northern Water</p> <p>Manager Income/Deputy CFO/Accountant income</p>			
Section 65	Expenditure					
	9. Understatement of	<ul style="list-style-type: none"> Recognition of expenditure incurred by 	Manager Expenditure/	Lack capacity due	Source professional	30 June 2010

Legislation	Audit issue	Activity to be performed	Responsible municipality	Challenges	Remedial Action	Time frame
	<p>expenditure due to expenditure incurred by the local municipalities on the provision of water services on behalf of Greater Sekhukhune Municipality.</p> <p>10. The municipality has not accrued for expenditure for agency fees for water services provided by the local municipalities on behalf of Greater Sekhukhune District Municipality.</p>	<p>municipalities on behalf of district;</p> <ul style="list-style-type: none"> • Recognition of creditors raised by municipalities on behalf of district; • Transfer of expenditure incurred and creditors raised on behalf of district; • Provision of accounting record on expenditure incurred and creditors raised; and • Preparation of reconciliations on expenditure incurred and creditors raised; and • Preparation of reconciliations on expenditure incurred and creditors raised 	<p>Deputy CFO</p> <p>Manager Expenditure/ Deputy CFO</p> <p>CFOs local municipalities and Lepelle Northern Water</p> <p>CFOs local municipalities and Lepelle Northern Water</p> <p>Manager Expenditure/ Deputy CFO</p>	<p>to volume of work (Human)</p>	<p>expertise</p>	
	Trades and Payables					30 June 2010

Legislation	Audit issue	Activity to be performed	Responsible municipality	Challenges	Remedial Action	Time frame
	11. Incomplete trade Creditors 12. Inadequate system trade creditors management 13. Inadequate leave records management	<ul style="list-style-type: none"> • Verification of opening balances on creditors maintenance system. • Development of a creditors maintenance system • Auditing of DWAF transferred staff leave • Transfer of DWAF transferred staff from water services department to relevant departments according to their expertise (e.g. HR, Treasury and Admin) • Recording of DWAF transferred staff leave records in to the VIP system 	Manager Expenditure/ Deputy CFO Chief Executive Internal Auditor Director Human Resource/W ater/Admin and CFO Director Human Resource			
	Accumulated Surplus 14. Unexplained Adjustment in accumulated surplus	<ul style="list-style-type: none"> • Investigate the financial system to determine the cause of unbalance trial 	Chief Financial Officer	Financial system	Fast tracking implementation of	30 June 2010

Legislation	Audit issue	Activity to be performed	Responsible municipality	Challenges	Remedial Action	Time frame
		balance. <ul style="list-style-type: none"> Fast tracking the implementation of new financial system 			comprehensive system	
VAT Act	VAT 15. Incorrect accounting basis of VAT	<ul style="list-style-type: none"> Make application to SARS to obtain correct accounting basis 	Deputy Chief Financial officer	None	None	30 June 2010
	Governance Framework 16. Lack of review of AFS before submission 17. Lack of internal controls 18. Inadequate staff	<ul style="list-style-type: none"> Review of financial statements before submission Development of internal controls on issued raised above Filling of vacant posts Attract relevant personnel with adequate expertise. Perform staff training of accounting standards 	Chief Executive Internal Auditor and Committee Chief Financial Officer Director Human Resource, Chief Financial Officer	None Financial System None	None Fast tracking implementation of comprehensive system None	25 August 2010 30 June 2010 30 June 2010

Challenges:

1. Lack of capacity – training
2. Lack of asset management system
3. Insufficient Office space
4. Lack of internal control – safe guarding of assets
5. Non compliance related to bid box
6. Lack of BEE scorecard model
7. Inadequate SMME development
8. Lack of communication channels with external stakeholders
9. Inadequate information security
10. Non adherence to timelines
11. Interference on Supply Chain Management and payments processes
12. Promulgation of by-laws
13. Cash Management Security
14. Low collection rate/
15. Insufficient credit control measures
16. Indigent register updating
17. Non adherence to cash flow management
18. Over commitment of budget

The installation of a comprehensive financial system is 75% complete. The system will ensure:

- Improved control and management of Supply chain management processes
- Accurate expenditure reporting
- Accurate and up to date cash flow monitoring
- More stringent financial controls
- A reliable picture of the state of the district municipality's finances

6.4. Issue 4: Good Governance and Public Participation**6.4.1. Background and Problem Statement**

The GSDM has achieved remarkable progress in institutionalizing and implementing its communication and consultation mechanisms and processes. The District Communication

Strategy has been adopted in 2005 and has been reviewed. The medium for communication is highlighted and includes District newsletters, annual report, local and national newspapers, provincial and local radio stations, flyers, ward committee system, Community Development Workers (CDWs), as well as loud hailing.

The District improves on good governance and public participation in an engagement with communities through:

- **Community Feedback Meetings**

The District engages stakeholders like business, labour, civil society etc in matters affecting them in their different areas of responsibilities. This community feedback programme assist in the improvement of communication and interaction between the district, local municipalities and the broader community on issues of service delivery and development. Local municipalities are visited during Fora, Imbizo and IDP consultations.

- **Media Liaison (Electronic and Print Media)**

The GSDM utilizes both electronic and print media to improve and broaden communication in the area of its jurisdiction. It also uses national and local Radios. Although loud hailing is an effective way of conveying message to communities, the GSDM uses radio for advertising meetings, workshops, conferences, summits and other functions.

Communication is also done through print media in the form of external and internal newsletters, local, regional and national newspapers and websites. The District produces newsletters on quarterly basis and monthly when the needs arise.

- **Promotional Materials**

Promotional materials like t-shirts, caps, pens, posters and banners are used by the District to reinforce the flow and the dissemination of information to the broader society of Sekhukhune. Some of these promotional materials are distributed during District events to encourage and motivate effective community participation.

- **Ward Committees/Community Development Workers (CDWs)**

Ward Committees are important structures that are at the heart of communities and are used to enhance community participation in the affairs of the municipalities. The GSDM has successfully launched 116 ward committees in the District. There is still a challenge of ensuring that they are motivated to effectively assist their communities. The other major challenges are resignation, lack of resources, transportation in vast wards, low literacy levels and in some cases lack of clarity in terms of their roles and responsibilities in their respective areas. It is within the ward committee system that the district expects community participation to be effective particularly during the IDP consultation period. It is therefore imperative that ward committees should get support and capacity building through training.

Apart from the ward committees, there are the CDWs that are the integral part of the ward committee system in this exercise of assisting communities to achieve their needs. The

CDWs help communities and the municipalities to fast-track delivery of services and the eradication of poverty. The province has deployed 115 CDWs to the District to assist communities on developmental issues. The only challenge which is there with this structure is that it exclude some communities while others communities have more than one CDW in a ward.

- **Youth Development**

The GSDM has adequately addressed youth development through the appointment of special personnel to deal directly with youth issues. It is in this office where developmental issues that affect the youth are attended to. Issues that affect the youth are unemployment, lack of housing, poverty, shortage of skills, high levels of crime and violence, social and family disintegration and other social ills like HIV/AIDS. It is within the background that youth development strategy should be developed to assist young people to deal with issues that affect them as unemployed, unskilled, vulnerable and under-resourced. Resources should be biasely channeled towards the development of youth people's projects for the upliftment of young people of the district stop the escalating crime and violence.

- **Women Empowerment**

Women empowerment is a phenomenon that is high on the agenda of the GSDM. At present the district has 49% representation of women Mayors in the district. The GSDM is one of the Districts in Limpopo that has elevated the status of women in municipal governance. Women should be encouraged to partake in developmental projects that would assist them to get out of the poverty line that they found themselves in. This means that resources should be channeled in the direction of women empowerment projects in order to empower them economically and politically.

- **Traditional Leadership**

Historically, the institution of traditional leadership has been relegated to the periphery of development. Land was developed by the participate in the decision making exercise of their own destiny. Their communities blamed them of their unscrupulousness and their lack of vision in the future. The new political dispensation has brought another side of this institution that shows that they have been the makers of their own history in the past and they should be given opportunity to play their role. The GSDM has played a significant role in making sure that traditional leadership is broad on board to assist in bringing service delivery to their communities. The GSDM is confident to pronounce that the relationship between itself, the institution and all local municipalities is healthy.

- **IGR and International Relations**

The Constitution of the republic of South Africa has declared that the government should have three layers which are Local, Provincial and National spheres. These three spheres should be interdependent, interrelated and independent. It is therefore indicated that all organs of state should promote and facilitate intergovernmental relations within the context of cooperative governance. This is done to encourage information sharing. In terms of

International Relations, the GSDM has a Twinning Agreement with the City of Johannesburg and it is forging relations with Botswana.

6.5. Issue 5: Risk Management

6.5.1. Background and Problem Statement

As a “possibility of loss”, risk permeates/spreads across all functional areas of all institutions including GSDM.

Through the process of undertaking various activities towards achievement of our objectives, GSDM is expected as per MFMA Act 56 of 2003, MSA of 2000 and PFMA Act 1 of 1999 as amended by Act 29 of 1999 to design a process necessary and appropriate for provision of reasonable assurance regarding achievement of GSDM's set objectives.

Risk Management is now regarded as part of the overall infrastructural improvement geared towards attainment of effective and efficient Corporate Governance regime.

Because of this recognition, GSDM has established a risk management unit tasked with the responsibility of inculcating a sound corporate governance culture, ensuring best practice and integrated approach to practicing of risk management within GSDM.

The above is done in order to ensure that risk is managed on an ongoing basis through control activities that occur throughout the institution, at all levels and in all functions areas.

GSDM finds it appropriate to implement Enterprise Risk Management in order to:

- Improve governance
- Improve operational efficiency and effectiveness
- Improve identification of opportunities and threats
- Comply with legal requirements and international norms
- Increase the likelihood of achievement of set objectives
- Minimize losses
- Improve institutional resilience
- Be aware of the need to identify and treat risk throughout the institution
- Improve stakeholder confidence and trust
- Establish solid basis for decision-making and planning
- Improve loss prevention and incident management
- Encourage proactive management
- Improve financial reporting
- Appropriately allocate and use resource for risk treatment
- Enhance Occupational Health and Safety performance, as well as protection of the environment.

Risk Management Challenges

- Implementation of the Risk Management Policy
- Approval and Implementation of a Risk Management Implementation Plan
- Non functional Risk Management Committee
- Non existence of Risk Management IT System/Infrastructure

- Disintegrated Approach to Risk Management
- Inadequate capacity
- Outdated Risk Financing Strategy and Model

6.6. Issue 6: Internal Audit

6.6.1. Background and Problem Statement

Primary role of Internal Audit is to assist the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the **effectiveness of risk management, control and governance processes.**

- **Risk Management**

The function involves the evaluation of the effectiveness of risk management processes

- **Control**

It assists the organization in maintaining effective control by evaluating their effectiveness and efficiency.

- **Governance Processes**

They assess and make appropriate recommendations for improving the governance process in its accomplishment of the following objectives:

- Promoting appropriate ethics and values within the Municipality;
- Ensuring effective organizational performance management and accountability;
- Communicating risk and control information to appropriate areas of the organization; and
- Coordinating the activities of and communicating information among the Council, external and internal auditors, and management.

These are achieved through performing the following types of audits:

1. Risk Based Audits
2. Performance Audits
3. IT Audits
4. Consulting and Advisory Services
5. Management request

Status of the unit

The Internal Audit unit operates within the confines and the parameters of the MFMA, Treasury regulations and the Standard for the professional practice of Internal Audit. The unit is made of the Chief Audit Executive, Two Internal Auditors and two Internal Audit

interns and we report functionally to the Audit Committee and administratively to the Municipal Manager.

Challenges

The size of the current structure doesn't cater for the needs of the organization and we proposed an ideal structure which if adopted will at least address the key demands and lubricate and galvanize our efforts to improve internal controls, risk management and strengthen governance process.

The filing system is still in a manual format which makes it very difficult to trace and locate information for future reference and benchmarking.

B. SERVICE DELIVERY PRIORITY ISSUES AND NEEDS

6.7. Issue 7: Spatial Restructuring and Service Provision

6.7.1. Background and Problem Statement

The Sekhukhune District is spread over former homeland areas, commercial farms, towns and semi-urban centres. According to the Limpopo Spatial Rationale Study (2002), Sekhukhune has roughly 605 settlements which are fairly dispersed. There are a number of ways of classifying settlement patterns. A particularly useful delineation, however, may be found in the Integrated Spatial Development Framework, which identifies four dominant Patterns in the Sekhukhune District.

This includes first order settlements, which encompasses all provincial, district and local growth points. In addition, second order settlements are those areas with a sizeable population but that are found outside the primary first order settlements. Third order settlements are local services points with some potential for future growth. Finally, fourth order settlements are scattered small settlements with very little potential for growth.

The first order settlements are of particular interest to this IDP. In 1999, the Limpopo Spatial Rationale identified the following:

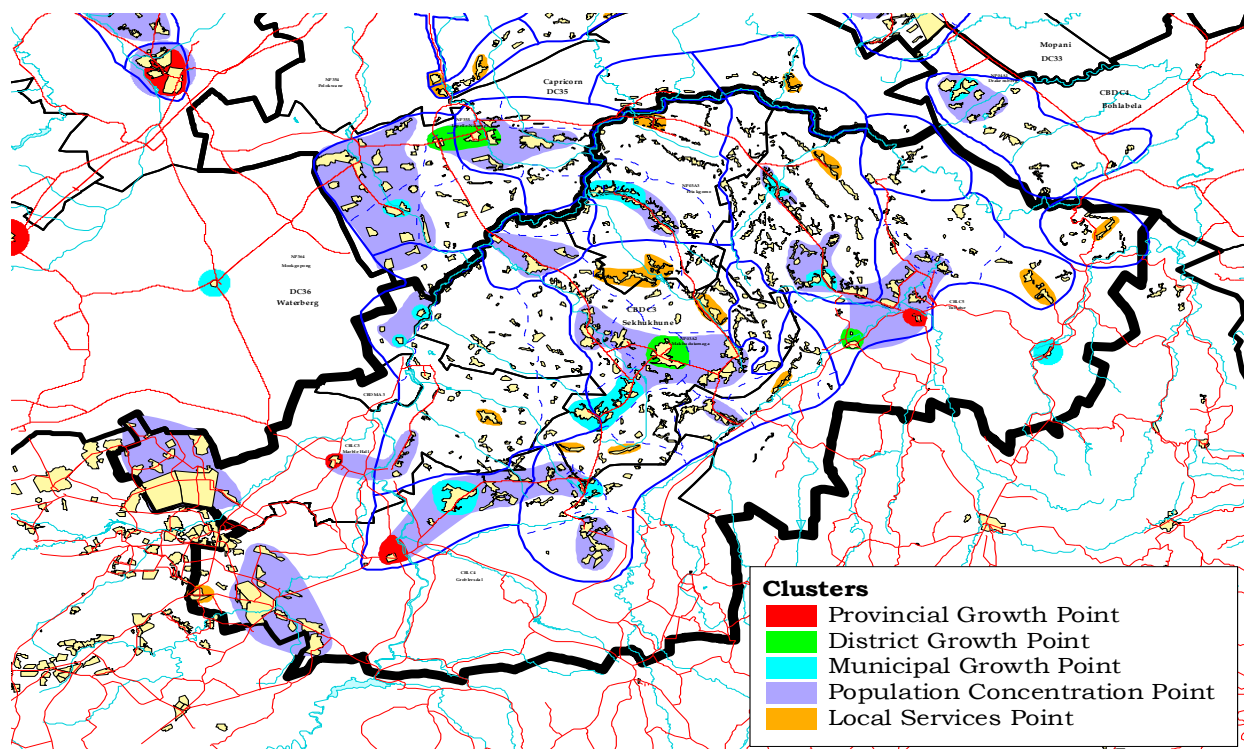
Table 27: Growth Points in the Sekhukhune District

Municipality	% of people residing in growth points	Provincial growth points	District growth points	Municipal growth points
Tubatse	38%	Burgersfort	Steelpoort	Mecklenburg Driekop Ohrigstad
Ephraim Mogale	66%	Marble Hall	N/A	Van der Merweskraal Elandskraal
Elias Motsoaledi	61%	Groblersdal	N/A	Monsterlus Motetema
Fetakgomo	39%	N/A	N/A	Apel
Makhuduthamaga	51%	N/A	Jane Furse	Phokwane

Source: Limpopo Spatial Rationale (1999), reproduced in GSDM undated). Integrated Spatial Development Framework.

This is graphically depicted in the map below.

Figure 7 – Growth points in the Sekhukhune District



Source: Procurement Dynamics (undated). *Synthesis report of the research.*

Stimulating the continued development of these growth points, whilst simultaneously ensuring balanced sustainable development throughout the District, is likely to be a key challenge for the municipality in the next few years.

Land Use

Land use within the Sekhukhune District is dominated by subsistence farming. This is especially true in the Fetakgomo, Makhuduthamaga, Ephraim Mogale and Greater Tubatse municipal areas.

The second significant land use is the potential conservation areas, especially within the Elias Motsoaledi and Ephraim Mogale municipal areas. These potential conservation areas may eventually encompass roughly one third of Elias Motsoaledi and Marble Hall.

The different land use patterns in the Sekhukhune District are captured in the table below.

Table 28: Land use patterns in Sekhukhune

Land use type	Area in sq km	% of total
Agricultural : Commercial	1,135	7,7
Agricultural: Subsistence	2,683	18,1
Potential conservation	3,484	23,5
Active conservation	463	3,1

Active mining	37	0,2
Other	7,030	47,4
Total	14,832	100

Source: Department of Land Affairs (2006). Land Cover Map. Cited in M Maila (2006), op cit

It is also becoming apparent that land is growing increasingly scarce in the District, within the urban, rural and semi-rural areas equally. District Municipality and Local Municipalities have recognized this as a challenge, and have prioritized the issue. This is particularly significant given the growing importance of agriculture, mining and tourism – all potentially conflicting land uses – to the Sekhukhune economy.

Land Use Management

An even more complex issue within the District, however, is that of land use *management*. The land issue is a potentially difficult one in Sekhukhune, with the District being governed by a dual system. Under the traditional system, land allocation (and, therefore, land use) is the prerogative of tribal council – and this system dominates in much of the District (especially in the townships and rural villages).

Other parts of the district, however, are governed by modern post-apartheid land legislation such as the Development Facilitation Act, the Municipal Systems Act and the Communal Land Rights Act. This modern system holds sway in the District's formal towns and, to some extent, the adjacent townships.

The traditional system is rendered more complex by the fact that each of the approximately 70 traditional authorities in the area has its own unique land use management system. In general, however, each traditional authority allocates land to a subject for either residential use or subsistence farming. In addition, subjects would also have unlimited access to communal grazing land, which often cuts across traditional authority boundaries. The communal grazing system, however, is becoming increasingly difficult to maintain, given the growing demand for land (for a range of purposes). Furthermore, the traditional land use management system is unwritten and therefore often subject to interpretation.

In recent years, the boundaries between different traditional authority areas have become increasingly blurred. This has led, in part, to the lodging of competing land claims in many parts of the District¹. It has also led to the growth of informal settlement activities within some traditional authority areas. This is especially prevalent around district growth points like Burgersfort, Atok and Jane Furse and is undoubtedly a reflection of economic migration towards potential centres of economic activity.

Recent trends

According to background research done for the District's 2025 Development Strategy, Sekhukhune's developing economic nodes appear to be attracting an increasing number of people, thereby creating higher population concentrations in certain parts of the District. This is especially true of the Jane Furse-Phokwane Development node in Makhuduthamaga, as well as the Bothashoek-Praktiseer area (Tubatse) and the Atok area (Fetakgomo).

In the hinterlands, by contrast, land uses such as conservation appear to be developing more rapidly. This is particularly the case within the local municipal areas of Marble Hall, Elias Motsoaledi and Tubatse.

Finally, the central municipal areas of Makhuduthamaga and Fetakgomo are characterized by mixed land uses of subsistence farming and residential uses.

Land issues may lead to future social tensions

In summary, the land issue is potentially a source of tension in the Sekhukhune area. There is a latent tension between the traditional (tribal council) and modern (legalized) land use management systems. There is also a number of competing land claims in the area, which have not been resolved by the Department of Land Affairs as yet. Finally, as the Sekhukhune economy booms, there is likely to be competing land demands by the different economic sectors. If the district population grows in response to this foreseen economic boom, domestic demand for (commercial and residential) land will become a competitor in this arena as well.

Land claims in Sekhukhune

The total numbers of 850 land claims, which cover 75% of the land in Sekhukhune, are also causing major land shortages for the district. Most of these claims are not likely to be resolved soon as they are on tribal land and need tenure reform rather than restitution. The Act that will cover tenure reform in South Africa is still a Bill. This means that 75% of the land in the district will still remain under dispute for the foreseeable future.

The nature of number of claims in the district makes development difficult, particularly as we are faced with competing claims and those lodged by one chief against another. These kinds of claims have the greatest potential of causing instability amongst communities – and it is a situation that we as a District Municipality need to monitor carefully. However, it also requires high-level interventions from other spheres of government.

The modern land use management system, on the contrary, is based on fairly systematic recording of land use rights. This system compels land developers to develop their individual land plots within the parameters of a particular zoning scheme. This type of land use management occurs largely in the formalized towns such as Burgersfort, Ephraim Mogale and Groblersdal.

Land use management in Sekhukhune, then, is a complex issue that requires interventions on a number of different fronts. There are currently some measures to address the situation. The Limpopo Department of Local Government and Housing, for instance, is assisting the local municipalities with the development and review of Spatial Development Frameworks (SDFs) which will address some of these problems. In addition, the District is also conducting land use awareness programmes for various stakeholders as well as developing district wide Land Use Management Schemes. However, much more needs to be done to resolve the municipality of spatial issues in the District. Once resolved, these will unlock enormous development potential in Sekhukhune.

Development Challenges

Land ownership patterns are one of the biggest development challenges facing Sekhukhune. Without a resolution of this issue, most socio-economic activities in the District will continue to be thwarted.

More specifically, the key challenges are:

- Upgrading of tenure, which would facilitate investment and borrowing capacity has been lagging behind.
- The scattered nature of settlement coupled with low density; make it extremely expensive to provide infrastructure and services.
- Some nodal points like Jane Furse have not yet been planned and proclaimed thereby limiting the growth potential of the node.
- Current land ownership patterns deter potential investors.
- Competing land claims in the area threaten to destabilize future development.
- Competing (social, economic, etc) demands for land use may cause social tensions in the future.
- Tribal and modern land use management systems and practice are still a challenge in the district.

6.8. Issue 8: Health

6.8.1. Background and Problem Statement

South Africa commands huge health care resources compared with many middle-income countries, yet the bulk of these resources are in the private sector and serve a minority of the population thereby undermining the country's ability to produce quality care and improve healthcare outcomes. Many of the public facilities, especially hospitals and clinics need to be revitalized. National government should expand on progress made in upgrading facilities in many public hospitals and clinics as part of a physical infrastructure programme. The government is determined to end the huge inequalities that exist in the public and private sectors by making sure that these sectors work together.

As promulgated in the Constitution, Schedule 4 Part A, health services is a functional area of National and Provincial legislative competence. In terms of Section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, albeit can be assigned to a municipality in terms of Section 156 of the Constitution. The government has identified the following priorities that must inform a major improvement in the health care system:

- Increasing bursaries of the health care professionals, including increasing the employment of community health workers, which will be linked to the improvement of the district health system.
- Improving working conditions and the provision of decent wages for health workers.
- Reduce the impact of HIV/AIDS on individuals, families, communities and society by expanding access to appropriate treatment, care and support.

- Strengthen the fight against AIDS through collaboration with partners at all levels of society and accelerate implementation of the HIV and AIDS and STI plans.
- Strengthen the formal partnership against AIDS at all levels of our society including the strengthening the South African National AIDS Council (SANAC).
- Improve quality of health services and physical infrastructure revitalization.

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. Countries that have invested significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years. This is an important debate for municipalities which are now largely responsible for PHC in South Africa.

Within Limpopo province, the provision of health facilities is generally inadequate in comparison with other provinces. More specifically, access to health facilities within Sekhukhune District Municipality itself is fairly poor. On average, there is 1 clinic for every 17,000 people within the district and approximately 97,500 people per hospital.

Table 29: Number of health facilities in Sekhukhune

	Public sector facilities and beds (2005)
Clinics	76
Community Health Centres	6
Mobile services	21
District hospitals	6
Regional hospital	2
Provincial tertiary hospitals	0
Central hospitals	0
Specialised hospitals	0
Private hospitals	-
Beds	1,386

Source: Barron, P et al (2006). The District Health Barometer: 2005/06.

Accessibility of health services

Clinics and hospitals are evenly distributed throughout the District, but accessibility remains difficult because of poor roads, inadequate transportation and so forth.

Table 30: Access to hospitals

Municipality	Percentage within 20km radius to hospital
Fetakgomo	80%
Elias Motsoaledi	80%
Makhuduthamaga	80%
Ephraim Mogale	40%
Tubatse	78%

The residents of Fetakgomo, Elias Motsoaledi, Makhuduthamaga and Tubatse all have relatively easy access to hospitals in the District. This is not the case for Marble Hall. These differences may be attributed to the relative population density of each of the area, however. The table below indicates the access that Sekhukhune residents have to clinics and health professionals.

Table 31: Access to clinics and professionals

Municipality	Percentage within 5km radius to clinics
Fetakgomo	51%
Elias Motsoaledi	64%
Makhuduthamaga	48%
Ephraim Mogale	47%
Tubatse	45%

According to these figures, Elias Motsoaledi enjoys the greatest access (64%), whilst Tubatse residents have the least access to clinics and health professionals (45%).

The number of health professionals currently working in the District is not optimal, however. As the table below indicates, there is a shortage of professionals working in Sekhukhune health facilities at the moment.

Table 32: Availability of professional staff in clinics and hospitals

Personal category	Number Employed	Number per 1000 people
Medical Officers	32	0,02
Professional Nurses	492	0,34
Pharmacists	6	0,00
Staff Nurses	297	0,20

Sekhukhune's health performance

According to the independently-published *District Health Barometer*² (P Barron et al, 2006), the Sekhukhune District has the lowest per capita expenditure on primary health care (PHC) in South Africa at just R115 per person.

The table below outlines key health indicators for the Sekhukhune District. The second last column (district ranking in South Africa) is particularly revealing because it shows how Sekhukhune ranks in terms of the other district/metros in the country. In this column, a score of 1 means it is the best performer in the country, whilst a rating of 53rd means that it is the worst.

Table 33: Ranking Sekhukhune's performance in SA: Key health indicators

Indicator	Expressed as:	2003/04	2004/05	2005/06	DM ranking in SA (/53)	National Value
Inputs into the health system						
Amt spent on non-hospital PHC health services per person	ZAR			115	53 rd	232

Proportion of district health services expenditure on management	%			3,3		5,0
Proportion of district health services expenditure on management	%			61,8		45,0
Process						
Nurse clinical workload	Patients seen/day	8,7	15,1	13,1		31,6
Average length of stay	Days	4,4	3,6	3,8	27 th	4,3
Bed utilization rate	%	52,9	56,9	65,5	30 th	63,9
Outputs of health system						
Govt distribution of condoms at PHC facilities	No of condoms distributed per male p.a.	5,1	5,5	7,9	24 th	8,8
% of children (under 1 yr) who complete their primary course of immunization	%	68,2	74,0	88,9	28 th	90,3
% of children who dropped out b/w the 1 st and 3 rd dose of DTP vaccine	%	7,2	8,1	3,5	19 th	4,7
% of deliveries carried out by Caesarean section	%	8,8	9,5	10,3		18,4
Proportion of ANC clients tested for HIV	%	15,4	24,0	42,7	33 rd	-
HIV prevalence among ANC clients tested	%	12,7	11,8	13,9	11 th	-
Nevirapine uptake rate among newborn babies of HIV + women (%)	%	103,3	77,5	85,7	42 nd	-
Nevirapine uptake rate among pregnant HIV + women (%)	%	50,1	54,9	68,6	7 th	51,7
Health outcomes						
PHC utilization rate	Visits to PHC facilities per person p.a.	1,5	1,5	1,5	49 th	2,1
Incidence of sexually transmitted infections treated – new	No of new episodes of STIs treated	3,4	3,2	3,1	15 th	4,8
TB cure rate	%	49,1	54,8		29 th	50,8 (2004)
TB smear conversion rate	%		53,7	40,1	45 th	50,5

Diarrhoea incidence under 5 yrs	New cases/1000 children	115,0	149,4	222,2	25 th	257,7
Not gaining weight under 5 yrs rate	%	2,1	2,1	2,0	35 th	1,4
Delivery rate in facility	%	72,4	101,0	104,2	4 th	81,1
Eventual impact						
Stillbirth rate	No of stillbirths/1000 births	32,2	26,2	26,3	31 st	24,8
Perinatal mortality rate in facility	No of stillbirths + deaths in first 7 days of life/1000 births	49,4	152,9	39,3	36 th	34,5

Source: Adapted from Barron, Petal (2006). *The District Health Barometer: 2005/06*.

The particularly worrying aspects of Sekhukhune's health services are highlighted in the table above. The most obvious point of concern is the low levels of spending on PHC in a District that is predominantly rural and has high levels of poverty. The nevirapine uptake rate among newborn babies of HIV positive women is also quite low in Sekhukhune, compared to the rest of the country. The PHC utilization rate is also comparatively low at 1, 5 visits per person annually (compared to the national average of 2, 1 visits).

According to the *District Health Barometer*, the improved immunization coverage rate, accompanied by declining drop-out rates, over the years indicate that there has been a successful immunization programme in the District.

HIV/AIDS

According to the Limpopo Facility Indicator Data 2008/09 an official record of the spread of the HIV/AIDS pandemic in the Department of Health and Social Development is as indicated below:

Table 34: State of HIV/AIDS

Total Stats June 2009						
Municipality	Name of facility	Female	Male	Children	Total Stats September 09	Grant Total
Elias Motsoaledi Local Municipality	Groblersdal Hospital	216	103	33	71	423
	Philadelphia Hospital	1037	353	122	32	1544
Fetakgomo Local Municipality	Motsepe Clinic	35	3	0	15	53
	Nchabeleng	126	33	0	13	182

	Hospital/ CHC					
Ephraim Mogale Municipality	Matlala Hospital	499	102	33	61	695
Greater Tubatse Municipality	Burgersfort CHC	133	57	17	75	282
	Dilokong Hospital	456	114	44	33	647
	Mecklenburg Hospital	46	217	27	23	313
Makhuduthamaga Local Municipality	Jane Furse Hospital	774	222	54	51	1101
	St Rita's Hospital	1375	542	261	124	2302

Source: LIMPOPO-FACILITY INDICATOR DATA 2008-09 A

The significance of the statistics above is that there are people infected with HIV/AIDS in the District. The Department of Health and Social Development has a comprehensive system of testing, administering of treatment and counseling. The main challenge facing the department is that testing is voluntary. As a result more effort is needed to convince people to come to the fore and be tested. This should be accompanied by prior counseling to enable people who will be diagnosed who will be diagnosed HIV/AIDS to live with themselves.

The Department has also rolled out a treatment plan which seems to be effective. It is however displeasing to note that some patients are skipping their dosages. The challenge could be the stigma that is attached to the disease by communities. More should be done to educate the community about the normalcy of living with virus. A comparative analysis will be done in 2010/11 financial year to determine the efficacy of the treatment and testing programmes.

The District has engendered the following interventionist measures to try and fight the scourge:

- In July 2002, the Sekhukhune District developed an HIV/AIDS strategy to guide public interventions in the area. The District also launched the Sekhukhune HIV/AIDS Council whose key focus areas are education and awareness raising, support for people living with HIV/AIDS and care for children in distress.
- NGOs such as Love Life and others also provide support in awareness and education campaigns aimed at reducing HIV/AIDS and other sexually transmitted diseases within the District.
- The District also launched a District Health Council, which will serve as advisory body to the Mayors on health matters and develop strategies on how to accelerate service delivery in the District. The major challenge at the moment is a serious lack of facilities to manage diseases in all health care facilities. The focus in the next financial years will include support to NGOs that work with people infected and affected by HIV/AIDS.

BACKLOGS FOR BUILDING OF CLINICS

Table 35: Backlog for Building of clinics

Name of Municipality	Name of Villages
Ephraim Mogale	Malebitsa (Vlakplaas)
Ephraim Mogale	Dichoeung
Greater Tubatse	Shakung
Makguduthamaga	Madibaneng

Source: Dept. Of Health and Social Development – 2009

Developmental Challenges

- Improvement of health services in terms of Customer Care.
- Lack of more funding for primary Health Care.
- Inadequate health infrastructure.
- Inaccessibility of health due to poor roads and inadequate transportation.
- Lack of health professionals in clinics and hospitals.
- Lack of medication at clinics and mobile clinics.
- Stigma attached to the HIV/AIDS disease by communities.
- Awareness campaign to educate the community about the normality of living with the Virus.

6.9. Issue 9: Education

6.9.1. Background and Problem Statement

In terms of Schedule 4 Part A of the Constitution, education at all levels, excluding tertiary institutions, falls under the function areas of concurrent National and Provincial legislative competence. As such all education related issues in the District are dealt with by the Limpopo Department of Education (LDoE).

Education is a means of promoting good citizenship as well as preparing our people for the needs of a modern economy and a democratic society. Building on the achievements in education, the government must aim to ensure progressive realization of universal schooling, improving quality education and eliminating disparities and inequalities.

Education is important for both economic and social development. It is the bedrock on which a nation's economic destiny is built, particularly in today's global knowledge economy. It is also often the primary means through which individuals set out on their personal journeys of growth and attain their distinctive dreams and aspirations. International evidence suggests that invest significantly in education reap major economic benefits in the medium to long term, and help build a more cohesive social fabric within the nation.

The Percentage of the population in Sekhukhune is older than 20 years of age with no schooling and is the highest in Limpopo and Mpumalanga provinces. That figure is also more than twice that of the South African population.

The table below sets out the education profile of each local municipality in Sekhukhune.

Table 36: Education profile per Local Municipality

Municipality	None	Primary	Secondary	Tertiary	Unspecified/ Disability	Under age of 5
Fetakgomo	32,318	19,705	23,665	1,077	2,523	11,441
Elias Motsoaledi	67,084	60,165	57,144	3,262	10,124	30,103
Ephraim Mogale	24,318	25,156	21,681	1,022	2,750	12,046
Tubatse	62,401	48,003	48,331	1,488	6,967	27,419
Makhuduthamaga	86,392	77,158	69,715	3,415	7,905	39,254
Total	272,513	230,187	220,536	10,264	30,269	120,263
%	278,8	23,5	22,5	1,0	3,0	12,3

Source: 2006-07 GSDM IDP

As indicated in the tables above, the District has a relatively high illiteracy level, with almost 28% of the population having no formal school education whatsoever. Only around 1% of the population has obtained tertiary educational qualifications. Currently within the District there are crèches, Pre Schools, Special School, ABET Centres, Primary schools, Secondary schools and FET Colleges. Early Childhood Development (ECD) is still lacking in our District. There is still little or no focus at all on ECD. There is no Universities in the District.

The Limpopo Provincial Growth and Development Strategy indicate that Sekhukhune has the least of highly skilled individuals in the total province. The low skills reduce the ability of the District to be innovative and economically productive.

While there has been an improvement, this has been far below that of the other DMs in the Limpopo province. The percentage of those with Grade 12/Matric in Sekhukhune DM is also nearly half of the South African population and the lowest of all the DMs in the Limpopo and Mpumalanga provinces. The lack of skills is frustrating the current and future development of the area. It is also the high percentages of persons with no schooling which require a buoyant entrepreneurial class to establish industries that those with low skills levels could be absorbed in.

The low percentage of the population having managed to obtain tertiary educational qualification bear witness to the infrastructure that is available in schools. Most of the schools in the district do not have facilities like Sanitation, Water and Electricity. Shortage of infrastructure impacts much on future educational development of this district.

Table 37: Shortage of Infrastructure in schools

Total number of schools	Schools without water	%	Schools without sanitation	%	Schools without electricity	%
905	283	31%	507	56%	203	22%

Source: Limpopo District Education department and circuits offices

The above mentioned needs to be aligned with the status quo information the GSDM has on services backlogs to ensure informed, integrated planning and budgeting, not only for the

2009/2010 financial year but the coming outer years. The district municipality will also continue to work with department of education with regard to necessary information that would assist in the IDP/Budget process.

Table 38: Backlogs for the building of schools

Name of Municipality	Number of Schools
1. Fetakgomo	1
2. Makhuduthamaga	5
3. Ephraim Mogale	2
4. G/Tubatse	5
5. Elias Motsoaledi	3

Source: Department of Education

Developmental Challenges

- Lack of tertiary institutions within the District make percentage of people with post matric qualifications very low.
- Lack of support to Early Childhood development (ECD).
- Delivery of basic services like water, sanitation and electricity to school.
- Lack of effective literacy campaigns and ABET Centres to reduce illiteracy level.
- Lack of learnerships and bursary schemes for students.

6.10. Issue 10: Social Services (Welfare)

6.10.1. Background and Problem Statement

The provision of social services is a competence of concurrent National and Provincial governments, as promulgated in Schedule 4 Part A of the Constitution. Social development systems form the backbone of assistance to the vulnerable in most advanced societies. Most countries acknowledge that whilst they strive towards full economic and social development, the more vulnerable members of society – especially children and the elderly – would require some form of state assistance.

In many social democratic countries, a basic income grant is also made available to the poorest members of society to assist them in meeting their basic daily needs. The amount of money that a government usually spends on social development (and on social expenditure, more generally) tends to be determined by the economic health of the country at that point in its history. In South Africa, social expenditure has increased considerably over the years because of a favourable balance of payments situation as well as increased revenue from the South African Revenue Services (SARS).

Social development systems are particularly important in places like Sekhukhune which are predominantly rural and have high poverty levels. As illustrated earlier in this chapter, the majority of Sekhukhune's population is young, unemployment is rife and the District consequently exhibits an extremely high dependency ratio. Most of this population is dependent on government grants in order to survive.

Table 39: Statistics on Grant Beneficiaries

Local Municipality	O/A	D/G	W/V	COM B	GIA	FCG BEN	FCG CH/RE N	CDG BEN	CDG CH/RE N	CSG BEN	CSG CH/RE N	BEN	CH/RE N
Makhuduthamaga	23825	5566	10	11	131	1505	2429	683	716	40044	71263	71775	74408
Ephraim Mogale	3857	825	3	4	27	515	877	81	85	8881	15604	14193	16566
Fetakgomo	10081	2249	4	7	44	562	953	180	189	13582	24550	26709	25692
G/Tubatse	16970	4389	2	20	46	1615	2973	575	609	39406	68067	63023	71349
Elias Motsoaledi	5047	1037	0	5	11	703	1130	153	162	11825	19805	18781	21097
Total	59780	14066	19	47	259	4900	8062	1672	1761	113738	199289	194481	209112

Table 35 above presents the statistics on grants beneficiaries as obtained from the South African Social Security Agency (SASSA). The figures indicated in the table 30 below change every month due to new approvals, births and deaths. The SASSA shows that the state resources are spend in the form of child grants in the areas that are predominantly rural. Many of these beneficiaries are either fostered, old aged, dependent, need support one way or the other hence they receive different forms of grants. Issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households.

Social Safety Nets in Sekhukhune

Poverty in Sekhukhune is endemic. As earlier sections have revealed, there is an overwhelming dependence on state-provided social security nets at present. The table below sets out the key government programmes that Sekhukhune households currently receive.

Table 40: Beneficiaries of key government programmes

Programme	% Households
National School Nutrition Programme	70,3
Food parcel scheme (beneficiaries all live along main transport areas)	12,9
Expanded Public Works Programme	8,3
Integrated Sustainable Rural Development Programme	5,1
Agricultural Starter Pack Programme	5,0
Comprehensive Agricultural Support Programme	4,3
Poverty relief programme	3,4
Other government programmes	2,2
Land redistribution for agricultural development	1,5
Unemployment Insurance Fund	1,3
Land restitution programme	0,8
Land care programme	0,7
Beneficiary – municipality implemented food security projects	0,7
Total	100

Source: DoA and FIVIMS (2007b). How households fight stresses that contribute to food insecurity.

This list presents interesting information about how the majority of households in Sekhukhune acquire sufficient income to meet their basic needs.

Shocks and stresses affecting Sekhukhune households in 2006

A recent survey also highlighted the major shocks and stresses affecting Sekhukhune households in 2006. These included the fact that:

- Almost one-quarter (23%) of Sekhukhune households suffered the death of an adult member of the households in 2006
- Almost one-seventh (15%) suffered the death of a child in the household
- 19% had been victims of drought
- Nearly one-fifth (17%) had experienced joblessness
- Food price increases had impacted on 14% of households
- Almost 1 in 9 households (11%) lack access to clean water
- Other shocks included:
 - Increase in household size (9%)
 - Serious injury or chronic illness preventing normal activities (7%)
 - Loss of remittances (4%)
 - (Drimie, S, undated)

Food Insecurity and Vulnerability

The issue of food security cuts to the heart of the social agenda, as it involves people's most basic needs – that of acquiring enough food to survive and live a reasonably fulfilling life. Food insecurity occurs when people are under-nourished, a state that usually arises when their food intake falls below their minimum calorie (energy) requirements. Under-nourishment can be the result of several factors, including the physical unavailability of food (e.g. during a drought) or an inability to purchase food because of financial constraints.

Individuals or households are said to be vulnerable to food insecurity when they are exposed to several risk factors (such as living in drought-prone area) which they may not have adequate coping mechanism for. Food insecurity is therefore an extremely revealing indicator of poverty levels in a municipality.

However, the issue is a complex one, involving multiple factors like land availability, access to natural resources and the socio-economic circumstances of communities. The National Department of Agriculture (DoA) undertook a comprehensive livelihoods survey in the Sekhukhune District area, both in 2004 and 2006 (DoA, 2006). The survey highlighted the fact that some of the areas facing the worst levels of food insecurity in Sekhukhune were within the following villages:

Table 41: Most food-insecure areas in Sekhukhune

Village	Municipality	Score
Ga-Mampa	Fetakgomo Local Municipality	42,86
Ga-Mampuru	Tubatse Local Municipality	42,86
Ga-Masha	Tubatse Local Municipality	42,85
Santeng	Tubatse Local Municipality	42,85

Puma	Tubatse Local Municipality	42,85
Monsterlus	Elias Motsoaledi Local Municipality	42,84
Ngwaritsi	Makhuduthamaga Local Municipality	42,84
Kgautswane	Tubatse Local Municipality	42,78
Tshehlwaneng	Makhuduthamaga Local Municipality	42,70
Vlakplaas	Makhuduthamaga Local Municipality	42,68
Ga-Moloi	Makhuduthamaga Local Municipality	42,61
Bogalatladi	Fetakgomo Local Municipality	42,59
Monametsi	Fetakgomo Local Municipality	42,52
Malope	Makhuduthamaga Local Municipality	42,51
Mphanama	Fetakgomo Local Municipality	42,34
Kromdraai	Ephraim Mogale Local Municipality	42,26
Doornspruit	Ephraim Mogale Local Municipality	41,75
Mamphokgo	Ephraim Mogale Local Municipality	41,50
Tsimanyane	Ephraim Mogale Local Municipality	41,41
Vaalbank	Ephraim Mogale Local Municipality	41,39
Sephaku	Elias Motsoaledi Local Municipality	39,11
Small Phooko	Elias Motsoaledi Local Municipality	37,50
Magneetshoogte	Makhuduthamaga Local Municipality	37,46

Source: DoA (2006). Livelihood survey conducted in the Greater Sekhukhune District Municipality of Limpopo.

Food insecurity within Sekhukhune is the result of several factors. Within the past 12 months, the key shocks that communities within the District generally experienced were food price increases, petrol hikes, the growing costs of producing food, an increase in the number of individuals within households, violence, theft and illness (DoA and FIVIMS, 2007b). There's also some evidence that ongoing water scarcity and limited economic opportunities within Sekhukhune limit the ability of its residents to adapt and cope to external stresses and shocks (SEI, 2007). All these factors increase the vulnerability of communities within the District, and make it less easy for them to cope with food shortages when they occurred. Hunger levels on the rise in Sekhukhune.

In 2006, researchers interviewed 500 carefully-targeted households in Sekhukhune. They emerged with the following findings for the District:

- 53% of Sekhukhune residents skip meals because of a lack of food.
- More than 50% of Sekhukhune children eat less than they need to because of a shortage of food.
- 36% of children in Sekhukhune said they sometimes went to bed hungry because there was no money to buy food (HSRC, 2006).

The DoA study revealed that 63% of households within the District were food insecure and that levels of hunger were on the increase (DoA and FIVIMS, 2007c). It also shows that Tubatse and Fetakgomo Local Municipalities are the most income-deprived areas in the District, and both also have the highest levels of food shortage in the area.

6.11. Issue 11: Safety and Security

6.11.1. Background and Problem Statement

Combating crime forms one of the governmental strategic priorities within the medium term period. Safety and security issues remain critical in crime prevention measures in the District. Communities lack policing facilities that would assist in either reporting or combating crimes in their areas. It remains the responsibility of the state to make sure that police Stations are well equipped to deal with any type of crime that might be experience among communities.

There are six magistrate courts in Sekhukhune District. These are Magistrate Praktiseer (next to Burgersfort), Magistrate Sekhukhune (in Schoonoord), Magistrate Nebo (in Phokwane), Magistrate Moutse, Magistrate Sempururu and Magistrate Groblersdal (Groblersdal). These magistrate courts serve a population of 1,090,424 people.

When researching Sekhukhune's tourism potential as part of its *2025 Strategy*, the District found that crime was a weakness that could potentially undermine tourism efforts in the area (G Steyn and Associates, 2006). More recently, the District's IDP consultations with communities found that the issue of crime was a recurring theme. The most important issue raised by communities and stakeholder groups (such as business, farmers, traditional leaders and civil society organizations) concern:

- The high levels of crime in the District.
- The presence of gangs in some communities.
- The lack of electricity and proper lighting exacerbated the problem of crime.
- There should be more police stations in the area as people sometimes have trouble accessing distant stations (GSDM, 2007b).

Table 42: Crime Statistics in the GSDM

	CRIME TYPE	2007/2008	2008/2009	VARIANCE
Elias Motsoaledi LM	(DSSC 35) Attempted common robbery	2	1	-1
	(DSSC 33) Attempted robbery: Aggravated with fire-arm	7	7	0
	(DSSC 34) Common robbery	232	194	-38
	(DSSC 12) Assault GBH	946	867	-79
	(DSSC 04) Robbery Aggravated	284	351	67
	(DSSC 01) Murder	52	64	12
	(DSSC 40) Attempted theft of motor vehicle and motor cycle	11	5	-6
	(DSSC 39) Attempted burglaries (houses)	3	3	0

	(DSSC 16) Theft of all stock	194	254	60
	(DSSC 18) Theft of motor vehicle and motor cycle	79	93	14
	(DSSC 19) Theft off/from /off motor vehicle	118	104	-14
	(DSSC 15) Burglary houses	848	861	13
	(DSSC 13) Assault common	753	596	-157
	(DSSC 02) Attempted murder	71	85	14
	(DSSC 46) Robbery with weapon other than fire arm	10	16	6
	(DSSC 14) Burglary (excluding residential premises)	323	474	151
	(DSSC 41) Attempted theft from/off motor vehicle	2	0	-2
	(DSSC 38) Attempted burglaries (business)	8	6	-2
Ephraim Mogale LM	(DSSC 01) Murder	2	0	-2
	(DSSC 46) Robbery with weapon other than firearm	3	1	-2
	(DSSC 34) Common robbery	17	11	-6
	(DSSC 13) Assault common	23	17	-6
	(DSSC 04) Robbery aggravated	8	6	-2
	(DSSC 12) Assault GBH	61	49	-12
	(DSSC 39) Attempted burglaries (houses)	1	0	-1
	(DSSC 16) Theft of all stock	14	7	-7
	(DSSC 19) Theft off/from / off motor vehicle	8	6	-2
	(DSSC 18) Theft of motor vehicle and motor cycle	3	3	0
	(DSSC 02) Attempted murder	5	8	3
	(DSSC 33) Attempted	0	2	2

	robbery: aggravated with fire-arm			
	(DSSC 14) Burglary (excluding residential premises)	19	20	1
	(DSSC 15) burglary (houses)	27	54	27
	(DSSC 38) Attempted burglaries (business0	0	2	0
Makhuduthamaga LM	(DSSC 19) Theft off/from/off motor vehicle	38	46	8
	(DSSC 16) Theft of all stock	83	91	8
	(DSSC 15) Burglary (houses)	278	321	43
	(DSSC 40) Attempted theft of motor vehicle and motor cycle	1	2	1
	(DSSC 18) Theft of motor vehicle and motor cycle	29	51	22
	(DSSC 04) Robbery aggravating	105	108	3
	(DSSC 12) Assault GBH	337	323	-14
	(DSSC 46) Robbery with weapon other than fire-arm	3	2	-1
	(DSSC 35) Attempted common robbery	2	0	-2
	(DSSC 33) Attempted robbery aggravated with fire arm	3	5	2
	(DSSC 34) Common robbery	92	89	-3
	(DSSC 02) Attempted murder	68	56	-12
	((DSSC 14) Burglary (excluding residential premises)	248	187	-61
	(DSSC 13) Assault common	68	98	30
	(DSSC 39) Attempted burglaries (houses)	0	3	3
	(DSSC 01) Murder	48	63	15
Fetakgomo LM	(DSSC 35) Attempted common robbery	1	0	-1

	(DSSC 34) Common robbery	20	11	-9
	(DSSC 13) Assault common	52	29	-23
	(DSSC 02) Attempted murder	11	8	-3
	(DSSC 01) Murder	11	9	-2
	(DSSC 12) Assault GBH	117	112	-5
	(DSSC 46) Robbery with weapon other than fire arm	1	1	0
	(DSSC 04) Robbery aggravating	16	25	9
	(DSSC 33) Attempted robbery aggravated with fire-arm	0	2	2
	(DSSC 40) Attempted theft of motor vehicle and motor cycle	1	0	-1
	(DSSC 15) Burglary (houses)	56	54	-2
	(DSSC 14) Burglary(excluding residential premises)	65	73	8
	(DSSC 19) Theft off/from / off motor vehicle	6	7	1
	(DSSC 18) Theft of motor vehicle and motor cycle	2	3	1
	(DSSC 38) Attempted burglaries (business)	0	1	1
	(DSSC 39) Attempted burglaries (houses)	20	47	27
Greater Tubatse LM	(DSSC 02) Attempted murder	32	29	-3
	(DSSC 13) Assault common	357	245	-112
	(DSSC 34) Common robbery	106	87	-19
	(DSSC 12) Assault GBH	435	361	-74
	(DSSC 04) Robbery aggravating	136	67	-69
	(DSSC 33) Attempted robbery aggravated with fire arm	6	3	-3
	(DSSC 40) Attempted theft of motor vehicle and	8	2	-6

	motor cycle			
	(DSSC 18) Theft of motor vehicle and motor cycle	62	40	-22
	(DSSC 14) Burglary (excluding residential premises)	146	166	20
	(DSSC 15) Burglary (houses)	335	230	-105
	(DSSC 16) Theft of all stock	73	87	14
	(DSSC 19) Theft off/from / off motor vehicle	52	40	-12
	(DSSC 01) Murder	20	29	9
	(DSSC 46) Robbery with weapon other than fire-arm	1	2	1
	(DSSC 35) Attempted common robbery	1	4	3
	(DSSC 41) Attempted theft from/off motor vehicle	1	0	-1
	(DSSC 38) Attempted burglaries (business)	1	3	2

Development Challenges

- Revival and capacitating of Community Policing Forums (CPFs)
- Establishment of additional satellite police stations in the Municipalities
- Conducting crime prevention and awareness campaigns

6.12. Issue 12: Disaster Management

6.12.1. Background and Problem Statement

Local Municipalities are regarded or classified as low capacity municipalities because they cannot run the emergency services affectively. It is the responsibility of the District to run emergency services in local municipalities. Community Services Department has developed the Disaster Management Plan and Framework which has been approved by council.

Additional to the Plans, the council has developed and adopted the Relief Policy and Emergency Services By-Law. The following forums were established: District Disaster Advisory Forum and its sub-committees (Public Protection Committee, Emergency Response Committee and Arrive Alive Committee). Fire protection associations have been established in all the local municipalities.

In 08/09 financial year communities were affected by heavy storms, floods, veld and structured fires. The District was able to intervene and assist the affected families through the provision of blankets, food parcels, school uniform and disaster tents.

Development Challenges

- Lack of human capacity
- Lack of disaster and fire equipments to render the service to the whole district
- Unable to provide RDP houses to families whose houses have been destroyed.

6.13. Issue 13: Sport, Arts and Culture

6.13.1. Background and Problem Statement

Sports, Art and Culture play a role in the physical development of young and old people. The district plays an advocacy function, and most of the programmes are driven by the Provincial Sports, Arts and Culture Department. Communities participate in various projects that are meant to promote a healthy society.

Some of the programmes that the municipality supports include capacity building for Managers, Coaches and Umpires/Referees of regional teams. An academy of sports has been established and provided with equipments. The District together with the municipalities provides support to the youth with the intention to identify and unearth talent in terms of music, crafting and designing.

Developmental challenges

- Lack of professional facilities within local municipalities
- Lack of satisfactory financial and professional support within the local municipalities
- Under-funding of the projects
- Unavailability of land for a district stadium
- Lack of personnel at Sekhukhune Satellite Academy of Sport (Maleoskop).

6.14. Issue 14: Electricity Supply

6.14.1. Background and Problem Statement

Currently, Eskom provides electricity in the Sekhukhune Area. Even though Eskom is the main provider of electricity, the District and the Local Municipalities do implement electrification projects to assist in reducing backlogs. Greater Ephraim Mogale Municipality provides electricity for its own town while Elias Motsoaledi provides electricity to both Groblersdal Town and Roosenekal. Fetakgomo, Makhuduthamaga and Tubatse Local Municipalities are not licensed to supply electricity.

The electrification backlog is currently estimated at 54959 households. Given the current electricity capacity challenges and lack of resources, it is unlikely that these backlogs will be eliminated in time to meet the millennium Development Goals (MDG) and national targets for electricity.

Table 43: Electricity backlog per municipality

Local Municipality	Electrified Villages	Connections Backlogs	Rating backlog per
Fetakgomo	81	3 494	2
Elias Motsoaledi	85	7 946	3
Ephraim Mogale	71	1 864	1
Makhuduthamaga	173	17 119	4
Greater Tubatse	144	24 536	5

Source: Eskom

Developmental Challenges:

- Authority over electricity
- Eskom has no capacity
- Illegal connections
- New extensions of residential sites for post connectors
- Budgetary constrains

6.15. Issue 15: Road and Stormwater

6.15.1. Background and Problem Statement

The development of the road and transport network in Sekhukhune is of vital importance given the planned economic trajectory of the District, as well as the potential offered by the Dilokong Corridor. In general, the district is well connected to its surrounding areas to the East, West and South. However, geographic factors have hindered connectivity impeded road construction there. There is, in fact a stretch of approximately 150km between Lebowaqomo and the R36 through the JG Strijdom tunnel without tarred road access northwards.

Within the District itself, there is a general lack of roads – and of tarred roads in particular – connecting the inner section of Sekhukhune, which consists largely of scattered villages with minimum economic activity at present. The District has decided however, not to encourage continued scattered development at present – and future transport routes will therefore be concentrated along the major nodes of economic activity. It is hoped that this will encourage workers from the rural areas to urban areas – a philosophy in line with the NSDP principles.

In contrast to the inner section of the District, the semi-urban areas of Sekhukhune are relatively well-served by the Provincial and National routes running through it. These routes, as will be seen later in this section, are supporting the area's main economic activities reasonably well at present. What remains to be seen, however, is whether the planned platinum mining expansion in the area will be adequately served by current infrastructure in the District.

The Road Network in Sekhukhune

According to the powers and functions, the District Municipality is responsible for the development of roads only in Fetakgomo Local Municipality. The Sekhukhune District has one major national road within it (the N11), as well as several provincial arterial routes including the R25, R33, R36, R37, R555, R573 AND R579. There are also a limited number of tarred minor roads, such as those leading into Jane Furse. The remainders of the roads in Sekhukhune, however, are largely gravel roads that serve to connect the rural areas within the District.

The total length of the Sekhukhune Road network under the District's control is at 1,491km. The following table summarizes the situation as per municipality:

Table 44: Road Network in Sekhukhune (District Roads)

Local Municipality	Length (km)	% of Network
Fetakgomo	188	13
Elias Motsoaledi	223	15
Ephraim Mogale	236	16
Greater Tubatse	392	26
Makhuduthamaga	452	30
Total	1491	100

Source: GSDM (undated) Road Master Plan: Draft

The current backlog is as follows:

- Upgrading of 71.89 kilometers from unpaved to paved for Fetakgomo municipal roads.
- Upgrading of 187 kilometers of District roads from unpaved to paved.
- Re-gravelling of 1.122 kilometers of District Roads.

The above-mentioned backlogs clearly indicate that a substantial amount of money is required over a period of time to redress the situation.

The Railway Network

The Sekhukhune district has three railway lines, originally developed to serve mining activity in the area. These are:

- The railway line entering Sekhukhune in the south next to Stoffburg, which continues northwards for 30kms (it leads to an abandoned mine near the Mapochs Mine).
- The line entering Sekhukhune in the west near Nutfield, which continues eastwards to Marble Hall.
- The line entering Sekhukhune in the east, passes near Ohrigstad and Burgersfort (past abandoned mine) and ends near Steelpoort (near the Tubatse Mine).

It became obvious that these lines, originally developed to serve past mining and agricultural activities in Sekhukhune, have not been re-routed to serve new (or future) mines in the area.

If this continues, the results will be that mining expansion in Sekhukhune will place additional burden on the road network in the area. Beyond commercial usage, a commuter rail link between Pretoria and south-west part of Sekhukhune (along the Moloto Road) will clearly be useful, given the high levels of male migrancy.

Limpopo's Development Corridors and Sekhukhune Roads

The PGDS identified four development corridors, which will drive future economic development in the province. Of these, the Dilokong and Phalaborwa Corridors travel through the Sekhukhune District and are of immediate economic relevance for the area.

The Dilokong Corridor includes three important roads that fall within the Sekhukhune area. These are:

- Polokwane to Burgersfort (P33/1 and P33/2 via Mafefe)
- Flag Boshielo Dam through Lebowakgomo and Mafefe, linking the Sekhukhune District with the Phalaborwa and Kruger National Park.
- Chuenespoort via Boyne to Mankweng
- The Phalaborwa Corridor connects Hazyview (Mpumalanga) with Phalaborwa and Tzaneen through a number of small towns on the western side of the Kruger National Park. It includes two roads sections that fall within the Sekhukhune area.
- Route section P17/3-5, D726, P112/1-3, P43/2, D1308 and P54/1.
- Road section P146/1 from Klaserie to Blyde River, P116/1 from Hoedspruit to Ohrigstad via the Strijdom Tunnel and P181/1 from the Oaks to Burgersfort.

The District will look carefully into the prioritization of these roads, given their economic significance in both Sekhukhune and the province more generally.

Implications for Future Economic Growth in Sekhukhune

The road network in Sekhukhune is clearly in need of some maintenance in the future. This will become especially important given the planned economic growth of the District.

Developmental Challenges

- Grading of internal access roads (streets)
- Construction of bridges
- The tarring of roads
- Provincial arterial roads are deteriorating rapidly because of a lack of maintenance
- Local access roads are gravel, below standard and used mainly by buses and taxis
- Local gravel roads also need stormwater management

6.16. Issue 16: Transportation

6.16.1. Background and Problem Statement

For goods and services to be transported throughout the District, organized transport system is required. The main transport systems are the following: busses, taxis, and trucks. There are two types of bus companies which are private and public. Private are those that are owned by individuals not related to government and public are those that are owned by an organ of state or government itself.

Air Transport

There are no commercial airports or air transportation in the District. At present, there are only two registered airfields in the town of Groblersdal and Marble Hall. They are used as emergency airfields. They are utilized mainly by the business and tourism sectors, as well as local farmers wishing to spray their cultivated fields. There is also an air strip in Elanskraal in the Greater Ephraim Mogale Municipality, which is not maintained.

Public Transport

According to the District's Integrated Transport Plan, the most common forms of public passenger transport are the buses and taxis. The taxi industry determine its routes largely by looking at factors like the location of towns and villages, dominant economic activities in the area and employed status within the district.

Transport routes in Sekhukhune are often limited by deteriorating roads conditions as well as local storm water problems caused by rainy season. The following are the findings of the review of the Greater Sekhukhune District Current Public Transport Record (CPTA) and Integrated Transport Plan (ITP) in 2007. The report covered an overview of what is involved in public transport in the Greater Sekhukhune District Municipality with regard to facilities, the capacity utilization of ranks and routes, the waiting times of passengers and vehicles, the operational vehicle and the number of trips made per operational vehicle. The facility surveys were conducted at taxi ranks, bus terminals and train stations.

The facility survey conducted indicate that the Greater Sekhukhune District Municipality. No commuter rail service is currently provided for passengers.

There are three bus terminals in Greater Sekhukhune District Municipality has a total of 82 taxi facilities of which more than 75 per cent are informal.

There are three bus terminals in the Greater Sekhukhune District Municipality. No commuter rail service is currently provided for passengers.

190 (approximately 50% outwards-bound) taxi routes in the GSDM: 15% are in the Elias Motsoaledi LM, 3% in Fetakgomo LM, 17% in Ephraim Mogale LM, 43% in the Greater Tubatse LM and 22% in Makhuduthamaga LM.

Of the subsidized bus routes in the GSDM, 57% are in the Elias Motsoaledi LM and 43% in the Ephraim Mogale Local Municipality.

The main findings obtained from the analysis of the route utilization are that there is a vast oversupply of taxis on most routes in the GSDM.

The route utilization survey noted 1462 taxis in the GSDM area. Furthermore 1372 taxis were noted in the Elias Motsoaledi LM, 287 in Fetakgomo LM, 530 in Greater Tubatse LM and 1083 in Makhuduthamaga LM.

There are 28 buses in operation on the subsidized routes in the GSDM area. There are metered-taxi activities in the Greater Tubatse LM. Light delivery vehicles (LDVs) are utilized for learners' trips as well as the areas where the quality of the road is not good.

Bus Industry

There are two different types of bus operators in the Greater Sekhukhune District, namely:

- a) Subsidized operators
- b) Non-subsidized operators

A) Subsidized Bus Operators

Table 45: All subsidized bus operators in the Greater Sekhukhune District are shown in the table below:

SUBSIDIZED BUS OPERATORS IN THE GREATER SEKHUKHUNE DISTRICT MUNICIPALITY	
Subsidized Bus Operators	Operational Area
Great North Transport	Ephraim Mogale Local Municipality
Great North Transport	Elias Motsoaledi Local Municipality

Source: Great North Transport

B) Non Subsidized Operators

There are four (4) non-subsidized bus operators in the Greater Sekhukhune District Municipal area. Since these buses are not used for commuter transport, no detailed information was obtained about these operations. The distribution of these operators with regard to the respective local municipalities in the Greater Sekhukhune District is shown in the table below.

Table 46: Distribution of Non-Subsidised Bus Operators in the Greater Sekhukhune District Municipal Area.

DISTRIBUTION OF NON-SUBSIDIZED BUS OPERATORS IN THE GREATER SEKHUKHUNE DISTRICT MUNICIPAL AREA		
Operator	Location of Operation	Type of Operations
Great North Transport	Greater Tubatse	Casual and scholar passengers

Mahlangu Bus Services	Greater Tubatse	Mine and scholar passengers
Sekhukhune Express	Greater Tubatse	Mine passengers
Thembaletu Bus Company	Greater Tubatse	Mine and scholar passengers

Developmental Challenges

- There is oversupply of taxis on most of routes in GSDM
- Taxis fighting for the use of certain routes
- Light delivery vehicles used for the transportation of learners
- Deterioration of road infrastructure
- Lack of facilities for heavy vehicles
- Inadequate signage
- Lack of alternative routes for trucks.

6.17. Issue 17: Housing

6.17.1. Background and Problem Statement

The government has made significant strides towards progressively fulfilling its constitutional obligation of ensuring that every South African has access to permanent housing that provides secure tenure, privacy, protection from the elements, and access to basic services. The national housing programme is not just about building houses but also about transforming our cities and towns and building cohesive and non-racial communities. In order to contribute to the end of apartheid spatial arrangements, government will roll out housing programme closer to places of work and amenities.

The government must continue to increase access to secure and decent housing for all through its newly adopted “Breaking New Ground” Strategy. Most Sekhukhune houses are currently cement or brick homes.

The table below provides an overview of the types of dwellings found in the area.

Table 47: Typology of houses in Sekhukhune

Building Materials	Percentage of Households
Cement block and concrete walls	63.6
Brick walls	19.1
Mud	7.3
Mud and Cement	4.8
Corrugated iron/zinc	4.7
Corrugated iron/zinc roofs	95.1
Tiled roofs	3
Roofs – other material	1.9

Source: DoA and FIVIMS (2007a). Poor quality dwellings can help to identify pockets of food insecurity

The vast majority of Sekhukhune households state that they are own and have fully paid off their own dwellings (DoA and FIVISM, 2007a). The different dwelling types found in the area are set out in the table below.

Table 48: Dwelling types as a % of Households

Types of Dwelling	EML M (%)	Fetakgom o LM (%)	Makhuduthamag a LM (%)	Ephraim MogaleL M (%)	Tubats e (%)
House or brick structure on a separate stand or yard	73.4	79.1	75.2	73.3	69.6
Traditional dwelling/hut	15.2	14.3	16.6	15.8	18.4
Flat/Town house/cluster hse/semi-detached	1.8	0.4	0.8	1.7	1.1
House/flat/room in backyard	2.4	1.0	2.2	3.2	1.0
Informal dwelling/shack/backyard shack	5.2	4.1	44.5	4.9	8.9
Other	1.9	1.1	0.6	1.1	1.0

Source: Adapted from Census 2001 data, reproduced in SEI (2006). Adapting to climate, water and health stressors: insights from Greater Sekhukhune District, South Africa

As is evident from the table above, most houses in the area are formalized structures on separate stands. There are also a reasonable number of traditional huts in the area. On average, these traditional dwellings make up roughly 15% of households in the District. The largest number of informal and shack dwellings are found in Makhuduthamaga, probably because of the presence of the major urban conurbation, Jane Furse, in that municipality.

Table 49: Housing Backlog

Local Municipalities	
Elias Motsoaledi	6 835
Fetakgomo	3 256
Tubatse	7 413
Ephraim Mogale	8 895
Makhuduthamaga	7 488

Source: Municipal IDP Housing Chapter Jan 09

The provision of new housing is still a challenge not only in the district but the whole Limpopo province. The Multi Year Housing plan developed by the Department of Local Government and Housing (DLGH) has identified challenges which are being faced by the department and municipalities', resulting in poor delivery of houses to beneficiaries.

This plan is aimed at addressing some of the identified key challenges which hamper housing delivery. The department carries the responsibility of providing housing in the province whereas municipalities are responsible for compiling housing waiting lists. In 2006/07, a total number of 2450 units were planned to be constructed within the district.

The following table indicates housing projects for the entire district since 2003:

Table 50: Housing projects in Greater Sekhukhune

Local Municipality	Financial Year					
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Elias Motsoaledi	-	300	-	400	500	200
Fetakgomo	-	300	100	350	-	300
Makhuduthamaga	350	-	200	600	-	300
Ephraim Mogale	350	-	-	100	-	100
Tubatse	-	200	-	1000	-	300
Totals	700	800	300	2450	500	1200

Source: Draft Limpopo Multi-Year Provincial Housing Development Plan (2007)

Most projects implemented over the years mentioned in the above table were never completed by developers. However, the department of Local Government and Housing is addressing blocked projects to meet NHBRC standards. The department is liaising with the local municipalities within the district regarding progress and issues relating to blocked projects. According to the information acquired DLGH, there are a total number of 4207 blocked RDP housing in the district and 1787 of them are in the process of being unblocked.

Departmental Challenges

- Untraceable beneficiaries
- Beneficiaries whose livelihood has improved
- Beneficiaries who are not aware that they have benefited because wrong people have unlawfully benefited on their behalf
- Provision of houses to the needy households
- Eradication of blocked housing projects in municipalities.

6.18. Issue 18: Waste Management

6.18.1. Background and Problem Statement

Waste removal is being provided in urban centres like Marble Hall, Groblersdal and Burgersfort. These municipal areas have organized waste collection systems. Permitted landfill sites are in Marble Hall, Jane Furse and recently (Malogeng and Mphanama) in Fetakgomo. The Jane Furse pilot landfill site is now operating according to permit requirements as per legislation.

The waste disposal collection has just started in some parts of Makhuduthamaga and Fetakgomo. The landfill site in Tubatse Local Municipality has already reached capacity. A process to contract EAI and the facilitation of permitting the landfill site at Elias Motsoaledi has been initiated. Roosenekal landfill site at Elias Motsoaledi is about to be issued with the permit.

Refuse removal processes do not cover some villages in all local municipalities. This poses serious health risk, especially when accompanied by minimal access to clean water. These areas are therefore fairly susceptible to the outbreak of diseases and other environmental conditions.

The informal disposal of waste in the District is a source of concern, as it causes environmental pollution and hazards. Greater Sekhukhune residents also need to be more aware of sound waste management practices. For the municipalities themselves, the key challenge is to maintain existing disposal sites and to provide new sites and to provide in areas that lack them.

The District has conducted a Section 78 process on waste management that may provide answers to some of these challenges in the near future. The council will decide and implement the preferred mechanisms.

Developmental challenges

- Refuse removal do not cover all villages
- Minimal access to clean water
- Informal disposal of waste
- Some of the landfill sites have reached capacity
- Maintenance of the existing landfill sites.

6.19. Issue 19: Environmental Management

6.19.1. Background and Problem Statement

Across the globe, environmental stresses and major changes in climate conditions are influencing the lives and livelihoods of ordinary people and communities everywhere. This is no less true of the Sekhukhune District. The recent draught in Sekhukhune, for instance, is widely regarded as the result of the much publicized El Niño and La Niña phenomena (Ziervogel et al, 2006).

The increasingly important role that climate plays in the Sekhukhune area has recently been highlighted in some few studies. What is becoming ever more evident is that rainfall patterns in the District are highly variable – a situation that tends to disrupt a wide range of socio-economic activities in the area such as rain-fed crop production, often with very little warning. Sekhukhune has in fact been significantly affected by both El Niño and La Niña events in recent years. This has affected the amounts of rainfall received in the area. El Niño tends to be associated with below average rainfall, whilst La Niña often incurs above average rainfall.

Geology

The regional geology consists of the Eastern Bushveld and Springbok flats region. The overall geology of the area is classified as follows:

- Gabbro (South of the R37)
- Anorte band (adjacent to the R37)
- Clinopyroxenite (to the North of R37)
- Arenite (adjacent to the Olifants River)

The Springbok flats coal fields are found on the Western side of the Sekhukhune District. The Transvaal Supergroup is found in Ephraim Mogaletowards the east of the District, as well as in an arc inscribed by the Northern Drakensburg in the Far East. The stones and rocks found within the Transvaal Supergroup include dolomite, limestone, iron-formation, shale and quartzite, amongst other (Goode, 2006).

As previous sections have highlighted, the unique geology of Sekhukhune has bequeathed the District with the largest reserves of platinum group metals in the world. The renowned Bushveld Complex is found at the centres of the region. The western portion contains acidic rocks, whilst the Eastern site has basic rocks which contain metal minerals. It is the latter that is of economic significance. The Merensky Reef is found within this Complex, and contains major deposits of the platinum group metal, nickel, copper and cobalt.

Topography

The Oliphant's River is located on an open floodplain area. A valley surrounded by the non-perennial rivers is found to the north of the river. Strips of erosion can be found in the valley alongside most of the perennial rivers. Wood is still one of the main source of energy for households, which leads to deforestation and subsequent erosion because of the denuding vegetation. One of the major environmental problems in the area is inappropriate agricultural methods, which leads to overgrazing and even desertification in places like Thabaneseshu. Overgrazing is also the result of too many livestock units per area of land.

Sekhukhune Climate

The Sekhukhune area is characterized by a hot climate in the Olifans River Valley. The average temperature shows moderate fluctuation with average summer temperatures of 23°C as well as a maximum of 28°C and a minimum of 18°C. In winter, the average is 13.5°C with the maximum of 20°C and a minimum of 7°C (as measured at the Sekhukhune Weather Station).

Sekhukhune is located in the Summer Rainfall Zone of the country, and receives more than 80% of its rainfall between November and March. The Southern parts of the area receives more rain (between 600mm – 800mm annually), whilst the Northern parts receives only 500mm – 600mm by comparison. This limits the type of agricultural activity that can take place in the north.

The mean annual participation as measured at the Zebediela Weather station from 1949-2001 was 51mm. most of the precipitation occurs between October and March, with the highest average monthly rainfall during January (100,84mm) and the lowest during July (2,89mm). Thunderstorms, with the associated low soil penetration and high level of erosion, are common in the area. It would also appear as if El Niño and La Niña phenomena significantly influence the amounts of rainfall received in the area (Ziervogel et al, 2006).

There is considerable variability in terms of rainfall intensity, duration and frequency. This exacerbates the water shortage problem, which is a key developmental constraint in the District. Increasingly sparse rainfall, as well as a high evaporation rate, is also a currently limiting subsistence farming in the District – a situation that has contributed flood insecurity mentioned earlier in this IDP.

Water Scarcity

Water scarcity is a huge developmental challenge within the Sekhukhune District, and constrains both economic and social activity in the area. The issue is a manifestation of climate variability. However, it is also the result of a number of other factors, which include insufficient and variable rainfall, inequitable water resource management and the absence of drinking water, bulk water and irrigation infrastructure that would aid the distribution of water to rural villages (SEI, 2006).

Water scarcity affects a range of other developmental issues in Sekhukhune – Municipal service delivery, subsistence farming activities, commercial agriculture and the expansion of the mining sector. Its implications for development are mentioned throughout this IDP, and it is a key constraint for Sekhukhune District.

Developmental Challenges

The Sekhukhune District is currently subject to enormous variations in rainfall, which affect crop production and sustainable livelihoods.

More specifically, the key challenges are:

- Rainfall patterns in the district are highly variable, disrupting agricultural production and causing related socio-economic stresses.
- Because of its climatic profile, the District is currently susceptible to both the El Niño and La Niña phenomena variations in climate which exacerbates the water shortage problem that is already a key developmental constraint in the area.

6.20. Issue 20: Water

6.20.1. Background and Problem Statement

Greater Sekhukhune District Municipality is both a Water Service Authority (WSA) and Water Service Provider (WSP). Its 605 villages are supplied with water from 43 schemes and sub-schemes. Water scarcity is an issue of major concern in the district; however, ordinary residence often feels these stresses particularly acutely during of low rainfall.

The delivery of water in the District remains a challenge; however, in the first five years of the GSDM's existence, the total number of households without access to clean water has dropped from 35,9% to 17,5%. The overall reduction in the number of households receiving water below prescribed minimum standard is 42%. The number of households who receive

water at minimum standards of service and above has increased by an impressive 52.3%. There are 4% of those who pay rent particularly in Urban Households.

The table below outlines the water services situation found in the Sekhukhune households, schools and clinics. The image generated is that the District experiences more below RDP standard services than they do above RDP standard services.

Table 51: Domestic water services with infrastructure at or above RDP levels

	GSDM	Ephraim Mogale LM	Elias Motsaledi LM	MLM	FLM	GTM
Total Number of hh (Dec. '08)	233067.59	28857	52936	58991	20731	61552
Total number of hh served	149902.00	26677	31260	29663	18035	44267
Percentage HH Served	67%	92%	59%	50%	87%	71%

Source: Technical Services GSDM

The situation is no less bleak for schools and clinics within Sekhukhune. This obviously has significant repercussions in social terms, and may lead to an unnecessary number of illnesses in school children. There are still schools in Sekhukhune (31%) that receive below RDP standard water services as can be seen in the table below.

Table 52: Water Services in Schools

Above RDP	Below RDP	Total Schools	% Above RDP	% Below RDP
652	298	950	69%	31%

Source: GSDM/DWAE Nis

Similarly, all of Sekhukhune registered clinics receive services above RDP standards as confirmed with DWAE.

Table 53: Water Services in Clinics

Above RDP	Below RDP	Total Schools	% Above RDP	% Below RDP
65	0	65	100%	0%

Source: GSDM / DWAE Nis

Table 54: Sekhukhune Households that pay for water

	Percentage
No, free from Government	56.2
Yes, for usage	18.1
No, but not free from Government	14.1
Yes, household pays a fixed monthly amount	7.5
Do not know	4
Total	100

Source: DoA and FIVIMS (2007a) – Poor quality dwellings can help to identify pockets of food insecurities

In addition to domestic water consumption, the mining and agricultural sectors also consume substantial amount of water in Sekhukhune.

District Initiatives

The Sekhukhune District prepares a Water Services Development Plan (WSDP). The WSDP is currently being implemented and will be reviewed on yearly basis. The District has also finalized its section 78 process and is presently implementing the outcomes of that exercise. The establishment of Water Service Department and the transfer of DWAF staff to the District have been completed.

The raising of Flag Boshielo Dam by five meters has been completed by DWAE. Funds have been allocated to construct a new dam (De Hoop Dam) to increase the District's capacity to provide water to its communities. These two dams will improve the state of water provision in the District and these will eventually tourism and other development opportunities in the area.

The District has developed a Community Water Supplies Master Plan. This enables the District and its implementing agents to achieve its WSDP objectives. The intention is also to investigate alternative technical options for supplying specific areas with water, and to ensure coordination and implementation of water supply infrastructure. Early findings of these studies reveal that groundwater is a major water resource for most Sekhukhune households – and will continue to do so in the future. 92% of households in Tubatse, 87% in Fetakgomo and 16% in Ephraim Mogale are solely reliant on groundwater.

Free Basic Services (FBS)

Most Sekhukhune households can be defined as poor or indigent-where the total income is below R1, 500 per month. At present, approximately 79% of the households in Sekhukhune fall into this category. These are the households to which Free Basic Water (FBW) must be supplied and to whom the Equitable Share subsidy applies. They also receive Free Basic Electricity (FBE) in their households.

Table 55: Households receiving free electricity in Sekhukhune

Municipality	Free Basic Electricity	%
Elias Motsoaledi Local Municipality	1039	2.22
Fetakgomo Local Municipality	2886	13.21
Ephraim Mogale Municipality	2390	8.47
Greater Tubatse Local Municipality	8503	12.77
Makhuduthamaga Local Municipality	8257	15.39
Total		

Source: DoA and FIVIMS (2007a)

Water Backlog

Table 56: Water Backlog

Municipality	Households	Backlog	% Backlog
Fetakgomo	21 851	11 768	56%

Ephraim Mogale	28 215	16 576	62%
Greater Tubatse	66 611	25 798	43%
Makhuduthamaga	53 654	38 034	64%
Elias Motsoaledi	46 840	31 763	64%
Total / District	217 172	123 939	57%

Source: STATS SA – 2007 Community Survey

There is a slight difference between the STATSSA information on water backlog above and the WSDP information in Table 54 below. Therefore, it is the responsibility of the Water Services Authority to contact a verification process to test the accuracy of the information.

Table 57: Water Backlog

Municipality	Households	Backlog	% Backlog
Fetakgomo	28 266	14 190	56%
Ephraim Mogale	32 304	11 474	62%
Greater Tubatse	66 611	21 529	43%
Makhuduthamaga	53 654	32 899	64%
Elias Motsoaledi	52 263	22 494	64%
Total / District	233 098	102 586	57%

Source: GSDM (2005) – Water Services Development Plan

Developmental Challenges

- No source in other areas
- Budgetary constraints
- Some of the boreholes are contaminated
- The stealing of both electric and diesel engine pumps
- Breakdown of machines, illegal connections and extensions of settlements.

6.21. Issue 21: Sanitation

6.21.1. Background and Problem Statement

The provision of sanitation in Sekhukhune also faces considerable challenges at present. The situation is more of a concern than it was the case with water. Only 5% of Sekhukhune households receive above RDP standards sanitation services. The sanitation backlog is primarily within the rural villages, comprising 95% of households without adequate sanitation.

Table 58: Breakdown of Sanitation Backlog per Local Municipality

Local Municipality	Households	Backlog
Fetakgomo	21 851	11 768
Greater Ephraim Mogale	28 215	16 576
Greater Tubatse	66 611	25 798
Makhuduthamaga	53 654	38 034
Elias Motsoaledi	46 840	31 763
Total (District)	217 172	123 939

Source: STATSSA Community Survey 2007

There is a slight difference between the STATSSA information on sanitation backlog above and the WSDP information below. Therefore, it is the responsibility of the Water Services Authority to contact a verification process to test the accuracy of the information.

Table 59: breakdown of sanitation backlog per local municipality

Local Municipality	Household	Backlog
Fetakgomo	28 266	26 745
Ephraim Mogale	32 304	29 169
Greater Tubatse	66 611	65 690
Makhuduthamaga	53 654	51 271
Elias Mostoaledi	52 263	38 922
Total (District)	233 098	211 797

Source: GSDM WSDP

In addition, a slight majority of Sekhukhune schools (53%) receive RDP standard sanitation services, which is a better picture than that for households.

Table 60: School Sanitation

Above RDP	Below RDP	Total Clinics	% Above RDP	% Below RDP
354	400	754	47%	53%

Source: GSDM (2005) Water Services Development Plan

The situation is not the same for clinics in the area., however, with as much as 63% receiving below RDP Standard services.

Table 61: Clinic Sanitation

Above RDP	Below RDP	Total Clinics	% Above RDP	% Below RDP
24	41	65	37%	63%

Source: GSDM (2005) Water Services Development Plan

Developmental Challenges:

- Budgetary constrains
- Mountain area

6.22. Issue 22: Economic Development and Job Creation

6.22.1. Background and Problem Statement

The attainment of the vision set out in this IDP will ultimately be determined by the state of the Sekhukhune economy. Other sections of this chapter have already painted a picture of the spatial, demographic and infrastructural challenges to economic development in the District.

This section turns its lens on the principal characteristics of the Sekhukhune Economy more specifically. It identifies the municipal economy's main features, describes its dominant

sectors and concludes with assessment of its competitive advantage. It is therefore an important profile that plays a substantial role in defining the development strategies, projects and overarching socio-economic plans of the Sekhukhune Municipality.

The Sekhukhune economy is a curious mixture of overwhelmingly negative features (such as the highest unemployment rate in Limpopo) and positive opportunities (like the enormous mining potential within the area). Plotting an economic development path therefore requires a careful assessment of the current economic reality in the district.

The Structure of the Sekhukhune Economy

Conventional wisdom has it that agriculture; mining and tourism are the three leading sectors in the Sekhukhune economy. Official statistics, however, paint a slightly different picture of the District economy being dominated by community services, mining and trade. It must be noted that it is very difficult to find accurate data for the local level in South Africa.

Those data-gathering exercises that do exist often yield vastly different accounts of local realities. Most public sector plans and IDP's, however, draw on Stats SA data even whilst recognizing some of its limitations. The table below is drawn on from Stats SA data sets out the main sectoral contribution to Sekhukhune's Gross Geographic Product (GGP).

Table 62: Key sectoral contributions to Sekhukhune's GGP (1995-2000)

Sector	1995	1996	1997	1998	1999	2000
Agriculture and forestry	11,472	10,828	9,060	11,607	11,295	12,074
Mining	304,975	340,825	385,950	433,274	447,409	510,348
Manufacturing	30,564	35,650	45,420	46,311	52,220	60,532
Electricity and Water	39,849	46,002	59,635	76,797	84,431	97,098
Construction	10,717	13,416	14,707	13,440	12,938	10,888
Trade and Catering	215,203	253,344	284,010	363,923	409,551	450,398
TPT and Communication	50,026	56,029	70,793	74,507	77,737	80,708
Financial and business services	5,081	5,348	5,630	6,255	8,979	9,529
Community Services	799,430	808,253	861,297	1,192,342	1,291,970	1,361,607
Total	1,467,317	1,569,695	1,736,502	2,218,456	2,396,530	2,593,182

Source: Stats SA (2001)

What the data reveals is that in 2000, the Sekhukhune economy depended largely on public sector funding with community services being a major factor in the area.

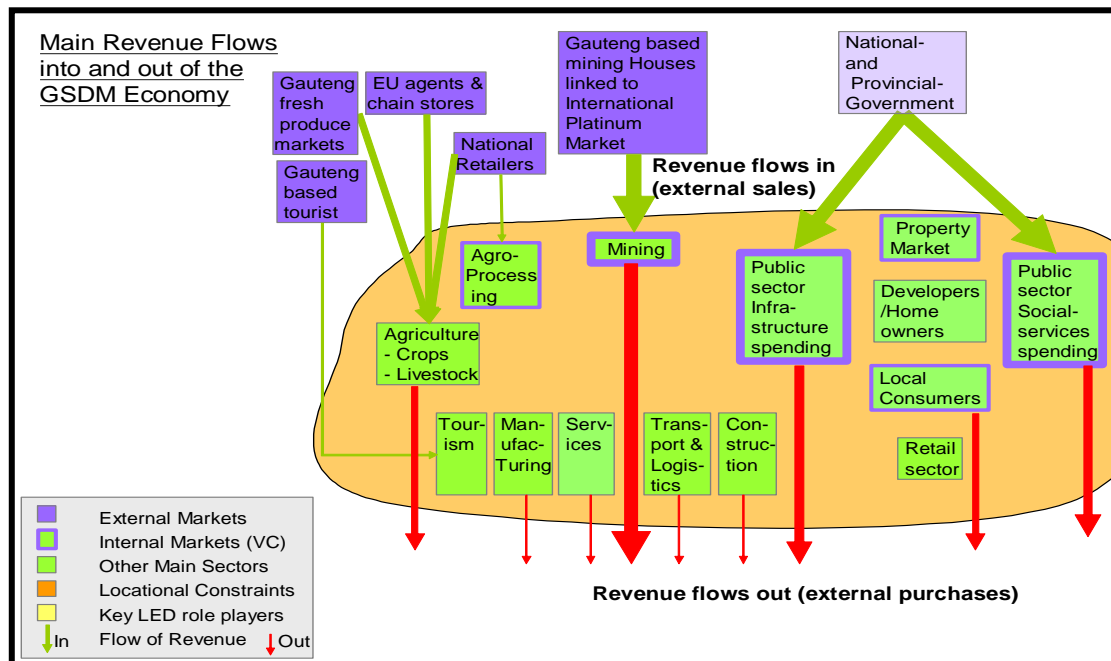
The three main contributors to GGP were community services (52%), mining (20%) and trade (17%). Despite these findings, the District has very consciously chosen to explore the

potential of mining, agriculture and tourism as key contributors to the Sekhukhune economy up to the year 2025. This is also in recognition of the fact that thriving local economies should not depend overly on public sector injections of income. These 3 key sectors, as well as others highlighted in the table above, are presented in the next sub-section.

Revenue Flows

First, however, this section turn it lens on another salient features of the Sekhukhune economy – the main revenue flows into and out of the municipal economy. This is captured graphically in the figure below.

Figure 8: Main Revenue Flows



The main sectors are indicated as green blocks within the orange oval, which depicts the boundary of the focal area. The arrows indicate the main source of external income (revenue and investment) flowing into and leaking out of the economy.

What is striking about this picture is that the bulk of revenue flows directly out of the Sekhukhune economy, as many goods and services are supplied from outside the District. As later sections of this IDP will reveal, this reality has led to the District prioritizing certain interventions that will see the retention of revenue within the District.

Key Economic Sectors

As the previous section highlighted, the pre-dominance of certain sectors in the Sekhukhune economy is somewhat contested. This section provides an outline of the sectors that the District Municipality has decided it is of Strategic importance to its sustained economic growth. These sectors are mining, agriculture, tourism, retail and trade, manufacturing, construction, transport and logistics, financial and business services as well as the public

sector. Collectively, these provide a comprehensive picture of the potential inherent in the municipal economy.

Mining

The Sekhukhune District cuts across the north-eastern part of the Bushveld Complex, an immense geological structure that contains the largest reserves of platinum group metals (PGM) in the world. PGMs are a family of 6 metals – platinum, palladium, rhodium, iridium, osmium and ruthenium. The first three of these are the main metals used in catalysts. Nickel, chrome, vanadium, titanium, iron, copper, cobalt, granite and asbestos are some of the other deposits found in that belt.

Although statistics may vary, most would agree that mining is a key contributor to Sekhukhune's GGP – and a sector with enormous potential for the immediate future. Modern mining has been practiced in Sekhukhune land for well over a century, and typically involved the exploitation of andalusite, asbestos, chromite and platinum deposits. What is striking about previous bouts of mining activity in the area, however, is how changing commodity prices affected the opening, closing and occasionally reopening of mines. When prices rose, new exploration and development took place in the Sekhukhune mining sector. Conversely, when prices fell, mines in the area were forced to close.

Current Mining Activities

Mining's contribution to GGP in Sekhukhune is estimated at between 15-20%, depending on the source of the statistics. Within the District itself, the sector contributes most to the GGPs of Makhuduthamaga (22,8% in 2000), Fetakgomo (32,6% in 2000) and Tubatse (36,6 in 2000) (Goode, 2006). These figures are likely to have changes in recent years, however.

The major mining activity in the District occurs within the Dilokong Corridor, which stretches largely across Tubatse and Fetakgomo. Elias Motsoaledi. Makhuduthamaga and Ephraim Mogale have relatively low levels of mining activities (GSDM, 2007a).

It is estimated that mining grew at an annual rate of 5.4% from 1996 – 2001 (Goode, 2006), a comparatively high growth rate which bodes well for the future. According to the Department of Minerals and Energy, there were 17 operating mines in the Sekhukhune District area in 2006 (Goode, 2006). These include a significant number of platinum mines in the area.

The table below sets out the main existing (operating) and planned platinum mines in the District. Operating and projected platinum mines in/near Sekhukhune.

Table 63: Operating and Projected Platinum Mines in/near Sekhukhune

Mine	Controlling Company	Local Municipality
Explanation in progress or production building up		
Lebowa Platinum	Angloplat	Fetakgomo LM
Modikwa	Angloplat	Tubatse LM

	African Rainbow Minerals	
Mototolo	Angloplat	Tubatse LM
Everest South	Aquarius	Within 30km of GSDM
Two Rivers	African Rainbow Minerals	Tubatse LM
Marula UG2	Implants	Tubatse LM
Bankable Feasibility Study Completed		
Blue Ridge	Ridge	Elias Motsoaledi LM
Bankable feasibility study planned or underway		
Sheba's Ridge	Ridge	Elias Motsoaledi LM
Smokey Hills	Platinum Australia	Tubatse LM
Twickenham	Angloplat	Tubatse LM
Mareesburg	Eastern Plats	Tubatse LM
Marula Merensky	Implats	Tubatse LM
Pre-feasibility study in progress or completed		
Kennedy's Vale	Eastern Plats	Tubatse LM
Der Brochen	Angloplats	Tubatse LM
Booyse dal	Angloplats	Within 30km of GSDM
Advanced Exploration		
Ga-Phasha	Angloplats	Fetakgomo LM
Loskop	Boynton	Elias Motsoaledi LM
Early Exploration		
Grootboom	Boynton	Tubatse LM
Tjate	Jubilee	Tubatse LM
Kliprivier	Nkwe	Within 30km of GSDM
Tinderbox	Placer Dome	Elias Motsoaledi LM
Berg	Platfields	Within 30km of GSDM

Source: Goode R and Granville A, (2006) – Mining and employment in Sekhukhuneland: Expectations and Impediments

In addition to the list above, there are also a number of PGM prospects in or around the Sekhukhune area.

Prospects for the future

Much attention has been given recently to the anticipated platinum mining explosion in Sekhukhune. There are 3 areas where the new platinum mines will be concentrated:

- Lebowakgomo District (South)
- Groblersdal – Cliff mining
- The Dilokong or Burgersfort/Steelpoort corridor (Techso, undated)

The Sekhukhune District recently commissioned an investigation into potential global demand for the key minerals found in its jurisdiction. The results are presented in the table below:

Table 64: Market prospects for Sekhukhune minerals

Mineral	Commercial Uses	Future Prospects
Chrome and Ferrochrome	<ul style="list-style-type: none"> - Stainless steel production - Metallurgical applications - Refractory, foundry and chemical industries 	<ul style="list-style-type: none"> - The primary determinant of global demand for chrome is stainless steel production (which has grown by 6% p.a. since 1998) - There's currently strong demand from high Chinese stainless steel production - However, excessive supply of chrome could push down prices in the future.
Vanadium	<ul style="list-style-type: none"> - Steel making 	<ul style="list-style-type: none"> - Because 90% of vanadium misused in steel making, the word vanadium market is firmly tied to the steel market. - In 2004, world steel production exceeded 1 billion tons for the first time in history. - Between 2000-2004, steel production increased by 6% p.a globally, especially from China. - Positive short-term prospects for Sekhukhune vanadium, especially given potential Chinese demand. - A possible threat could arise if procedures seek substitute if vanadium prices become too high.
Platinum Group Metals	<ul style="list-style-type: none"> - Automotive exhaust catalyst (autocatalyst) - Other Industrial uses (other catalysts, turbine blades, Biomedical uses, coins, PC Hard Disks, etc) - Jewellery production 	<ul style="list-style-type: none"> - Because of the nature of its commercial usage, global demand is strongly linked to environmental standards re vehicle emissions - Demand for PGMs has continued to grow over the years, however – and there is currently a healthy outlook for this type of mining - Jewellery demand is also expected to rise
Limestone	<ul style="list-style-type: none"> - Used in cement and steel making 	<ul style="list-style-type: none"> - Increased construction activity will result in sustained demand for cement - Hence, there's a positive outlook for limestone mining in Sekhukhune
Dimension stone	<ul style="list-style-type: none"> - Red and Black granite used in home décor / architecture 	<ul style="list-style-type: none"> - World demand for dimension stone has been growing steadily - However, the South African market isn't faring well because of currency depreciation and unpredictable demand (because architects choose different finishes)

Coal	- Energy	<ul style="list-style-type: none"> - There are better sources outside Sekhukhune that currently supply the domestic and international markets - Hence, coal mining isn't a viable prospect for Sekhukhune - However, there's limited potential for the extraction of coal bed methane as an energy source for the region (needs further investigation, though)
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Source: adapted from Goode (2006) Scoping paper on the mining sector in the Greater Sekhukhune District Municipality

There are, in summary, a number of factors that could affect Sekhukhune's mining industry negatively in the future. These include drops in global demands for the minerals produced in the area, continued water scarcity in Sekhukhune and the increasing mechanization of platinum mining industry in the future. The latter will affect the potential employment opportunities generated by mining industry in Sekhukhune, regardless of whether the area contains significant mineral deposits or not.

Beneficiation Opportunities and Value Chain Analysis

It is important to note that PGM ores are low in value (possibly around 30 cents/kg). It is also difficult to extract the valuable metals from them without suitable and expensive equipment. Some estimates place the value of the ordinary (just mined) platinum ore at only 13% of the refined material (Goode and Granville, 2006).

At present, there is no base-metal or platinum smelter in the Sekhukhune area. The nearest smelter is Amplats' Polokwane Smelter. Recent research done for the District's 2025 Development Strategy included interviews with key mining companies on the possibility of them building smelter within the District. This was based on research projections that the total PGM production in Sekhukhune in 2015 would be 2,900,00 oz per annum – a figure that would justify the installation of a new smelter in the area (Goode and Granville, 2006). It would appear, however, that most mining companies were not planning to build a new smelter in the Sekhukhune area.

Job Creation

Since the mid 1980s, the mining labour market has changed significantly as the sector has become more knowledge-intensive. As a result, overall mining employment has been decreasing gradually. Goode and Granville (2006) estimate that platinum mining in the Sekhukhune District will generate the following jobs until 2015:

Table 65: Projected employment in platinum mining in/near Sekhukhune

	Production (K0oz)	Employees
2005	652	14,067
2006	700	14,570
2007	931	18,665

2008	1,412	27,287
2009	1,710	31,860
2010	2,028	36,427
2011	2,266	39,252
2012	2,495	41,666
2013	2,597	41,806
2014	2,693	41,786
2015	2,856	42,730

Source: Goode, R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and Impediments.

Goode and Granville (2006, op cit) also predict that employment in the mining and metallurgical industry in Sekhukhune will double by 2015. Their forecasting is captured below.

Table 66: Projected employment in Sekhukhune's minerals industry (-2015)

	2005	2010	2015
Platinum mines	14,067	36,427	42,730
Chromite mines	1,415	1,740	2,140
Base metal smelters	0	170	300
Ferrochrome plants	832	1,030	1,270
Other mines and metallurgical plants	740	900	1,100
Total	17,050	40,300	47,500

Source: Goode R and Granville, A (2006). Mining expansion and employment in Sekhukhuneland: Expectations and Impediments

Other projections predict that direct employment at Sekhukhune mines is expected to grow from 9,185 (2005) to more than 18,200 by 2009 (GSDM, 2007a)

An eye on 2015

- Production of platinum Group Metals (PGMs) in Sekhukhune will probably increase from 652,000 oz (2005) to 2,900,00 oz (2015)
- By 2015, the Sekhukhune District area will be producing 22% of South Africa's PGMs
- The capacity of chromites mines in Sekhukhune will probably increase by 150% by 2015
- Vanadium mining in Sekhukhune will increase by 50% by 2015
- Some opportunities. If carefully nurtured, exist for beneficiation within the Sekhukhune District itself
- Employment in the minerals industry in Sekhukhune may increase by 180% by 2015 (an additional 30,000 workers) Goode and Granville (2006)

Agriculture

The agriculture sector is an important contributor to employment, but a relatively marginal contributor to the aggregate GGP, estimated at 9,7% (GSDM, 2007a). According to farmers in the area, the main reason why the sector doesn't contribute more to GGP is because of

water scarcity. Other reasons could include the combined effects of land claims, which creates uncertainty and discourages further investment, as well as the low growth of global commodities.

Agriculture in the Sekhukhune District is a mixture of both commercial and subsistence farming. As indicated in the earlier spatial profile, subsistence farming tends to dominate land use in the District.

Commercial agriculture in Sekhukhune tends to be concentrated in two areas:

- The South-Western part of the District (near Groblersdal and Marble Hall)
- The Eastern section of the District (near Burgersfort and Ohrigstad)

Commercial agriculture

Over the past 5 to 10 years, farmers in the area have faced mounted difficulties with falling commodity prices and rising input costs. Despite this, agriculture's contribution to GGP continues to be roughly 10% and, in 2001, provided 16% of the formal employment within the District (Womiwu Rural Development, 2006a).

There are two major areas of commercial cultivation:

- The Loskop scheme
- The Ohrigstad scheme

(a1) The Loskop scheme

The towns of Groblersdal and Marble Hall are found in the Loskop Valley. The commercial agricultural schemes in this valley are serviced by the Loskop Dam, built in 1938 especially for this purpose. In addition to the Loskop scheme, there are 5 smaller schemes within the Loskop agricultural area:

- Moosrivier scheme
- Hereford scheme
- Olifants River scheme
- Elands River scheme
- Selons River scheme

Collectively, these contribute significantly to commercial agriculture in the area. The past 10 years have placed Loskop farmers under increasing pressure as arising input costs, a stronger local currency, lower commodity prices and external competition have all taken their toll. One of the responses on the part of local farmers has been to diversify the crops they produce. The collapse of the once lucrative tobacco industry has also pressured farmers in the area to look at different options. As a result, there has been a growing emphasis placed on establishing permanent crops, such as citrus and table grapes, in the area.

Main crops in Loskop

- Tobacco, Wheat, Cotton, Soya beans, Citrus, Paprika, Pumpkin, Peas, Commercial vegetables, Seed maize, Commercial maize, Table grapes, Dry beans, Watermelons and cantaloupes.

The District currently has a competitive advantage in a number of crops, including table grapes, citrus and vegetables for processing (Womiwu Rural Development, 2006b). This can be maintained if the District promotes processing and other value-adding activities for these products.

Emerging and Small-Scale Agriculture

Almost 70% of Sekhukhune farmers are subsistence farmers. This group of farmers engages extensively in both livestock and crop farming.

In the middle-1990s, three Farmers Support Programmes were providing assistance to about 16,000 small-scale maize farmers in Phokoane, Ndebele and Sterkspruit. These programmes have been discontinued (Womiwu) Rural Development, 2006a) and subsistence agricultural production in Sekhukhune has generally dropped significantly (DoA, 2006).

The two areas with the highest potential for small-scale farmers are the higher rainfall dryland areas, as well as the Olifants River Irrigation Scheme. The latter consist of 42 government-assisted schemes allocated to approximately 3,000 farmers, and has been identified as part of the Limpopo DoA's *Revitalisation of smallholder schemes*. The table below captures the schemes that will be revitalized under this initiative in the first 2 years:

Table 67: Planned revitalization of small-scale farming schemes in Sekhukhune

Name of scheme	Size (ha)	No of farmers
Boschkloof	127	200
Lepellane	340	68
Montevideo	90	31
Gataan	115	129
De Paarl	68	54
Goedvertrouing	123	102
Nooigesien	110	91
Steelpoortdrift	94	72
Strydkraal	92	92
Wonderboom	117	23
Total	1,276	862

Source: Womiwu Rural Development (2006a) – scoping paper: Agricultural sector

The future of agriculture in Sekhukhune is. However, impeded by a number of factors. These include water scarcity, distorted land ownership patterns, a growing number of land claims, Limited support services and inadequate infrastructure and services. The huge disparities between the commercial and subsistence farming worlds may also eventually cause some social tension. The other area of potential tension lies in conflicting social and economic

demands for water, an increasingly scarce resource in the district. It is a tension that will need to be mediated through future IDP processes.

Despite these potential difficulties, opportunities abound for agriculture in Sekhukhune, and the sector is likely to play a dominant role in the district's forthcoming *2025 Strategy*. It is also a critical element of provincial economic strategy.

Agriculture and the PGDS

There are two identified agricultural cluster within the PGDS:

- Red meat cluster
- Horticulture cluster

Both have implications for future development in the Sekhukhune District. The red meat cluster could be developed best in the Phokoane/Ndebele area, and the horticultural cluster in the Groblersdal/Ephraim Mogalearea. Both options are currently being considered by Sekhukhune District and feasibility studies are being undertaken in 07/08 financial year.

Agricultural activities with the most potential in Sekhukhune

Recent research done for the District's *2025 Strategy* identified 6 areas that held the most potential for Sekhukhune agriculture. These are:

- Crops associated with the bio-fuels industry (soya, sorghum, maize, groundnuts, sunflower, etc)
- Dryland farmer support programme focusing on maize, sorghum and guar
- Farmer support programme focusing on cattle and goat farming
- Red meat cluster development, concentrating on the sourcing of weaners, feedlots, feed manufacturing, abattoir and other processing
- General farmer support programmes looking at the unutilized capacity of small community projects in the District
- Commercial and horticultural production, especially in terms of cluster development in the high potential areas of Groblersdal/Ephraim Mogaleand Ohrigstad/Watervals-Spekboom (focused on value-adding activities (Womiwu Rural Development, 2006b). These options are currently being investigated by the District.

Tourism

Nationally, there has been a major shift in the tourism sector away from strategies that rely on physical attributes towards those that emphasize competitive behavior. This notion is taken forward in the key provincial documents, such as the *PGDS* and the *Provincial Tourism Plan*, which call for the development of spatially concentrated cluster that have unique competitive success in a particular field.

Within the Sekhukhune context, a number of clusters have been identified recently as offering significant tourism potential. These include:

- Themed routes for special interest groups

- Family recreation for neighbours and local residents
- Business tourism
- Agri-tourism

(G Steyn and Associates, 2006)

Current tourism infrastructure

Tourism has been identified as one of the major growth sectors in the Sekhukhune District. The District's Tourism Strategy indicates that there are an estimated 84 accommodation facilities offering 2,627 beds throughout Sekhukhune. The sector also employs about 962 persons.

Table 68: Accommodation facilities in Sekhukhune

Municipal area	No of facilities	No of beds	Occupancy rate (%)	Turnover	Staff employed
Tubatse	20	1,278	67	47,200,000	432
Elias Motsoaledi	24	577	59	20,200,000	222
Ephraim Mogale	29	677	54	23,000,000	260
Fetakgomo	1	20	n/a	200,000	12
Makhuduthamaga	6	75	62	2,600,000	36
Sekhukhune	81	2,627	62	93200,000	962

Source: GSDM (2005). Greater Sekhukhune Tourism Development Strategy-Status Quo Report

The potential of this sector could be more fully exploited if multiplier effects are taken more advantage of.

- **Flagship Tourism Projects**

The Sekhukhune area has a number of potential tourism attractions, some of which have been captured as flagship projects under the district's new tourism plan. The area hosts the scenic Flag Boshielo Dam area, for example, as well as the adjoining Schuinsdraal Nature Reserve, Potlake Nature Reserve and the Maleoskop resort and conservancy.

- **Tourism anchor projects in Sekhukhune**

The District's *Tourism Development Strategy* recommends the 5 following anchor projects:

- Flag Boshielo Cluster
- Tjate Heritage Site
- Main Entrance Gate and Route Development
- Klein Drakensberg Escarpment
- De Hoop Dam to Mapoch Recreation Complex

Future Growth

According to the District's draft LED Strategy (GSDM, 2007a), tourism in Sekhukhune is still in its infancy with limited offerings and low service standards. It does, however, have the potential to diversify the economy in a sustainable and labour intensive manner. These niches need investigation and development of destinations, into compelling attractions. Growth in tourism is currently driven mainly by business visitors in the public and mining sector activities and agriculture provides an opportunity to grow the sector creatively with unique attractions.

Recent research done for the Sekhukhune District's draft 2025 Strategy also made a few predictions about the employment-generating potential of the tourism sector in the area. The employment potential of some of the key project is captured in the table below.

Table 69: Predictions about the employment potential of the Tourism Sector

	Unskilled jobs	Total jobs
Flag Boshielo – construction phase	310	470
Flag Boshielo – operational phase	100	200
Tjate heritage site – construction phase	20	26
Tjate heritage site – operational phase	6	11
Entrance gates and route development – construction phase	50	80
Entrance gates and route development – operational phase	25	52
Klein Drakensberg complex – construction phase	60	85
Klein Drakensberg complex – operational phase	36	62
De Hoop family resort – construction phase	20	40
De Hoop conservancy – operational phase	12	20

Source: procurement Dynamics and G Steyn and associates (2006) – Economic impact assessment and ranking of Tourism projects

At present, however, there are very few institutions serving the tourism industry in Sekhukhune. These include Sun Valley Tourism, Ephraim MogaleLM's tourism body. The Roossenekal Tourism Publicity association is found within Elias Motsoaledi and, amongst other things, stages the Arum Lily festival. Other role-players connected to the Sekhukhune tourism industry include the Limpopo Department of Economic Development, Environmental Affairs and Tourism (DEDAT), Limpopo Tourism and Parks Board (LTP) and Limdev.

The future growth of the tourism industry is further impeded by infrastructural and service delivery constraints in Sekhukhune. These include poor roads, telecommunications, electricity and water supply.

Retail and Wholesale Trade and Services

According to Stats SA data presented earlier in this section, the trade and Services is also a major contributor to GGP (17%). The sector has shown a significant increase in its contribution to the aggregate GGP. It has registered a high growth rate and remains a

relatively large component of the local economy. The sector responds predominantly to local markets. Growth in these sectors could be explained by increased local spending power as a result of growth in the public and mining sectors.

Formal trade is mostly restricted to the major towns such as Ephraim Mogale and Groblersdal, while informal trade takes place throughout the rural parts of the District, including the numerous villages.

Manufacturing

Manufacturing is a relatively small sector within the Sekhukhune economy. The most common manufacturing activities include the making of sand bricks, windows, doors and steel frames. These activities respond to local demand from the infrastructural development associated with housing projects, roads rehabilitation, as well as agriculture and mining activities.

There is potential for growth in manufacturing if effective links are created to exploit opportunities resulting from the mining and public sector infrastructure spending.

Construction

The construction sector is also a relatively small, but important, contributor to Sekhukhune's GGP. It is linked to development within all the other sectors of the economy. This includes the demand for the construction of public sector infrastructure (housing, roads, provision of basic services, the De Hoop dam and the pipeline network) – a trend that is large and growing. Most construction work is currently sourced from outside the District. This poses the challenge for local residents to either become competitive enough or partner with already competitive enough or partner with already competitive contractors to share in this growth.

Transport, Logistics and Communications

The transport, logistics and communications sector is becoming significantly more important in Sekhukhune, especially with gradual increase in activities of other economic sectors. The anticipated expansion in mining, for instance, offers tremendous opportunity for passenger transport and material. Similarly, public sector infrastructural development also demands the movement of huge amounts of material and people.

Financial, Business and Real Estate Services

The financial and business services sector is becoming significantly more important in Sekhukhune, especially with the gradual increase in activities of other economic sectors. The anticipated expansion in mining, for instance, offers tremendous opportunity for passenger transport and material. Similarly, public sector infrastructural development also demands the movement of huge amounts of material and people.

Financial, Business and Real Estate Services

The financial and business services sector is an important contributor when analyzed in the context of the District economy. The contributor is between 10 to 12%. It is also important because it facilitates the development of other economic sectors in the area. At present, the majority of these services are concentrated within the economic nodes of Groblersdal and Ephraim Mogaletowns.

Public Sector

The government sector employs 16% of the total Sekhukhune population, provides public services and invests in development work. Besides the employment created, income generated and spent in Sekhukhune, the public sector also has a key role to play in the economy in the way decisions are taken. The delivery of the public infrastructure budget for example, could be prioritized to unlock economic potential, in the absence of which, opportunities could be wasted. However, public expenditure in Sekhukhune far exceeds its ability to raise tax revenue. The inference is that Sekhukhune's public spending is actually mainly paid for by the rest of the country.

Development corridors in Sekhukhune

A number of development corridors have the potential to promote economic growth within the Sekhukhune District (GSDM, undated, b). These are described below.

The Dilokong Corridor

The Dilokong (Platinum) Primary Corridor is an extremely important corridor to both Sekhukhune and the province. It correlates largely with the R37 road, which runs from Polokwane through Lebowakgomo to Burgersfort.

The Dilokong corridor is characterized by booming mining activities alongside its trajectory. Projected mining expansion in the area is likely to boost the importance of this initiative as well. Tubatse benefits the most from developments in this corridor, with lesser benefits accruing to Fetakgomo as well.

The Dilokong Corridor also encompasses a number of growth points including Atok (within Fetakgomo), Mecklenburg and Burgersfort. The Burgersfort cluster includes a provincial growth point (Burgersfort), District growth point (Steelpoort) and municipal growth point (Driekop). The remaining settlements which forms part of the Burgersfort cluster, have been classified as population concentration points. These settlements are also important in the development of the area mainly because they have residential development potential for the mines (GSDM, undated, b).

The N11 corridor

The primary N11 corridor runs from Botswana through Potgietersrus down to Groblersdal and onwards to Middleburg on the western side of the District. It serves as a major transport

route in the western part of the District, particularly for transporting agricultural produce. The road conditions along this corridor are fairly poor, however.

Marble Hall and Groblersdal fall within the N11 corridor. These towns have also been classified as provincial growth points because of their important service function to the surrounding communities, as well as their linkages to the surrounding communities, as well as their linkages to the agricultural sector (GSDM, undated, b).

Jane Furse Corridor

The mainly residential development on the road between Lebowakgomo via Ga-Masemola and Ga-Phahla to Jane Furse and Glen Cowie/Phokwane can be classified as a secondary development corridor within Sekhukhune. This corridor does not form part of SDI route, but is a corridor in terms of the nature and extent of the large population concentration in the area.

This secondary corridor also has some economic potential, largely because of the presence of Jane Furse.

Burgersfort/Stoffberg Corridor

This secondary corridor can play a significant role in the development of mining. It extends from Burgersfort via Steelpoort to Stoffberg. A number of mining activities are taking place at the moment along this corridor. Proper infrastructure will be required to facilitate mining expansion, however. Proper development of this corridor will stimulate economic development of the surrounding areas. It will mostly cater for the transportation of goods and services.

Other Corridors

The following tertiary corridors were identified within the Sekhukhune District Municipality:

- From Burgersfort to Penge
 - From Marble Hall to Siyabuswa
 - From Groblersdal to Stoffberg
 - From Marble Hall the Olifants to Atok
 - From Jane Furse to Nchabeleng
- (GSDM, undated)

These corridors have various clusters, which are primarily classified as population concentration points, including municipal growth points. They also connect various villages with different growth points. They are strategically distributed and links well with the primary and secondary corridor identified above. Some of the identified tertiary corridors need upgrading in order to stimulate economic growth in these clustered villages and municipal growth points.

Local Economic Development Snapshots per Municipality

Each Local Municipality's economy within the Sekhukhune District has distinctive characteristics of its own which collectively contribute to the overall economic make-up of the area. This section presents a snapshot of these local economies.

Greater Tubatse Local Municipality

Greater Tubatse is a strong economic centre within the Sekhukhune District, primarily because of its mining sector. Mining is indeed the major source of employment and economic growth in Tubatse. Minerals found here include platinum, chrome, vanadium, andalusite, silica and magnetite. The mining sector is currently growing rapidly in this area, and the town greater Tubatse (Burgersfort) is now one of the fastest growing towns in the country.

Retail, trade, services and agriculture also contribute to the Greater Tubatse economy and are major employers. Agricultural products cultivated in this area include citrus, vegetables, corn and maize. Livestock farming includes cattle, goats and game.

Makhuduthamaga Local Municipality

The Makhuduthamaga municipality promotes agriculture, tourism and mining as the key growth sectors. There are a number of mining exploration exercise that are taking place within the municipality. If mining does indeed prove feasible, it will have an added impetus on the creation of much needed jobs in particular and the growth of the economy in general.

The decision to locate the District Municipality in Jane Furse will provide substantial growth impetus, perhaps at the cost of Elias Motsoaledi Local municipality. Furthermore, the agricultural and tourism potential of the municipality have yet to be exploited fully. At the moment limited forms of agricultural and tourism activities are taking place.

Ephraim Mogale Local Municipality

The availability of irrigation water from the closely situated Loskop dam makes Ephraim Mogalea thriving agricultural area. Ephraim Mogaleis known for its extensive irrigation farming which includes cotton (Ephraim Mogalehas one of the biggest Cotton production Centres in the Southern Hemisphere), wheat, citrus, table grapes and vegetables. The extensive vegetable cultivation provides for the Gauteng market and national retailers. Citrus and table grapes are exported to the European market.

Fetakgomo Local Municipality

Fetakgomo Municipality is blessed with mineral deposits, such as platinum, of which the public sector, makes the largest contributions to the local economy. It is situated in the fertile soil alongside the rivers of Lepellane, offering great agricultural potential which is currently underutilized. This municipality is surrounded by beautiful mountains and has rich cultural history with potential to become tourist attractions.

Elias Motsoaledi Local Municipality

Groblerdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

Table 70: Priority sectors of local municipality

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public sector
Elias Motsoaledi	X	X		X		X
Fetakgomo	X	X (Platinum)	X	X		X
Makhuduthamaga	X	X (Concrete)		X	X (retail)	X
Ephraim Mogale	X		X	X		X
Tubatse	X	X (various)		X		X

Source: GSDM (2006b) – Results of LED rapid appraisal
Competitive and Comparative advantages

For the Sekhukhune economy to grow sustainably, revenue and investment flows must increase, preferably from external markets. It is therefore necessary to determine which external markets Sekhukhune-based enterprises can compete in profitably and sustainably. It is also important to understand the nature of competitive advantages and disadvantages in these markets, and to recognize which factors are critical to success and which factors still constrain the relevant sector's performance.

The District is currently exploring 5 key markets that offer viable potential to drive future economic growth in Sekhukhune. These are described briefly below, and their competitive advantages and disadvantages are highlighted.

Platinum and Chrome Ore Mining

Prospects for the sustained growth and competitiveness of platinum and chrome ore are extremely healthy, as previous sections in this chapter have attested. The potential for pro-poor growth is also solid, mainly in enterprises supplying goods and services to the mines. Main market: Gauteng and international mining houses

Table 71: Sector Mining

Competitive advantages	Competitive Disadvantages
Lead enterprises are established to become world players and financially robust	<ul style="list-style-type: none"> - Few local support industries - Shortages of skills - Low levels of education

<p>Demand conditions:</p> <ul style="list-style-type: none"> - Fully integrated into international value chains <p>Supporting Industries:</p> <p>Location factors:</p> <ul style="list-style-type: none"> - Vast and rich mineral deposits - Situated close to the smelters - High value minerals - Extracted at competitive cost - Ample supply of labour 	<ul style="list-style-type: none"> - Uncertainty about land availability for expansion: surface mining rights housing - Ability to anticipate and manage community expectations related to development - Relationship challenges with neighboring communities
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Source: GSDM (2007b). Draft Local Economic Development (LED) strategy.

Supplies and outsourced services to local mines

Currently, prospects for sustained growth and competitiveness are healthy for the next 20 Years¹. The potential for pro-poor growth is reasonable, and mainly in enterprises supplying goods and services to the mines. Employment in these services and production are labour intensive. The growth in these sectors will also contribute to grow in other sector, such as retail, property and transport.

Main market: Platinum and Chrome mining cluster on the Dilokong Corridor.

Table 72: Main sectors: Services, Transport & Logistics, Construction, Manufacturing, Property Market Agriculture, Agro-Processing and Tourism

Competitive advantage	Competitive disadvantages
<p>Demand conditions:</p> <ul style="list-style-type: none"> - There are more than forty types of services that the mine could source providers can be established or attracted to operate from Fetakgomo. - The opportunities include transport of material in the mine, out to the smelter, cleaning services, labour broker, maintenance of plant and machinery, garden services and catering services including the supply of meat and vegetables. - The mines are willing to source locally provided competitive suppliers that can be developed. - Risk should be managed – mine operations must not be disrupted by supplier/ service provider failure. - Most procurement takes place from 	<ul style="list-style-type: none"> - Most of these services are currently supplied from outside GSDM. - Shortage of good local suppliers - Quality of work inconsistent - Poor quality control - Tendering skills limited - Limited expertise to manage big contractors - Limited support industries - Private sector not aware and do not have access to opportunities - Lack of appropriate business support services - Limited availability of finance - Shortages of skills - Low levels of education - Shortages of skills - Low levels of education

<p>head office outside GSDM.</p> <p>Supporting Industries:</p> <ul style="list-style-type: none"> - LIBSA - LIMDEV - Supportive Local Government <p>Locational factors</p> <ul style="list-style-type: none"> - Close proximity to the large scale mining activities – mine as a market - Access to basic services in growth points - Some existing services providers - Some existing facilities and Infrastructure 	<ul style="list-style-type: none"> - Shortage of serviced industrial property in suitable locations close to the mines - Limited telecommunication infrastructure
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Source: GSDM (2007b) – Local Economic Development (LED) Strategy

Fruit, Vegetables, Cotton, Meat and Beneficiation

Agriculture is labour intensive and creates employment. Prospects for sustained growth and competitiveness are good if existing constraints can be dealt with effectively. The potential for pro-poor growth is high, especially if markets can be made more easily accessible for example, establishment of a local agro-processing plant that sources from emerging farmers. Agriculture only makes a marginal contribution to growth in other sectors.

Despite the water constraint in many areas, other production areas with irrigation are under utilized for various reasons. The sector does not have expertise, experience and market linkages to grow and create many jobs. The climate and location offers competitive advantage i.e. speed to market and the long duration of the warm season.

Table 73: Main markets: National Retailers, EU Agents & Chain stores, Gauteng Fresh Produce Markets

Sector: Agriculture, Agro-processing

Competitive Advantages	Competitive Disadvantages
<p>Establishment commercial farming sector</p> <p>Advanced citrus sector serving international markets</p> <p>Markets for livestock: Mines, Gauteng</p> <p>Established links to the Gauteng, National Retailers and EU markets</p> <p>Demand Conditions:</p> <p>Rand has weakened recently, contributing to price competitiveness in export market.</p> <p>Supporting Industries:</p> <p>Availability of technical skills</p>	<ul style="list-style-type: none"> - Subsistence level farming persist - Oversupply in commodity markets pushes price down, affording low margins. - Farmers have little to no bargaining power. - Access to markets limited - Emerging farmers especially in remote area have limited access to markets - Limited access to suppliers in remote areas - Limited emerging/establishment partnerships - Ineffective technical support to emerging

<p>Locational Factors:</p> <ul style="list-style-type: none"> - Proximity to Gauteng Market - Close to the mine as a market - Vast expanses of unutilized land with agriculture potential - Availability of water (near rivers and irrigation schemes) - Water supply to improve, increased capacity of Flag Boshielo and the new De Hoop dams - Underutilized existing irrigation schemes - Fertile soil - Favourable climate conditions - Long seasons for production - Existing skills - Potential for larger scale commercialization – variety of products - Entrepreneurs with ideas and capital 	<p>farmers</p> <ul style="list-style-type: none"> - Mistrust by business of government - Land ownership: current regulations discourages investment - Labour regulations discourage fulltime employment to the detriment of both the farmer and the farm worker - 75% of the arable land in GSDM is under unsettled claim (850 claims) - Agricultural expansion is water constrained in many places - Shortages of certain skills - Low levels of education - Limited electricity supply to remote areas - Limited access to telecommunications infrastructure - Risk associated with periods of drought - Limited supply of veterinary services in outlying areas - Some areas suffer from erosion and overgrazing
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Source: GSD (2007b). Local Economic Development (LED) Strategy

Business and Leisure Tourism

In lieu of the high dependency of the Sekhukhune economy on the public and mining sectors, other sectors need to be developed in the longer term to diversify the economy. This will render it less vulnerable when the mining boom subsides. Tourism is one sector where competitive advantage can be developed and maintained over time.

The short term demand especially, whilst the mining expansion takes place, presents an opportunity to create appropriate facilities that meet the market demand and will be sustainable. The current tourism sector is not yet competitive due to infrastructure development of new access roads and key tourism attractions. The potential for pr-poor growth is limited in the short term but will increase with time. Tourism is typically labour intensive and will have positive spin-offs for other sectors such as housing, retail and golf course development following tourism investment.

Main markets: Local and Foreign Tourists travelling mainly from Gauteng

Table 74: Tourism Sector: Accommodation and other tourism service providers

Competitive Advantages	Competitive Disadvantages
<p>Consist mainly of a number of small lodges, guesthouses, game farms, backpacker establishments. Dedicated restaurants consist mainly of fast food franchise outlets.</p> <p>Demand conditions:</p> <p>Largest demand for “business tourism” - visitors to the public, mining and</p>	<ul style="list-style-type: none"> - Key tourist attractions / heritage sites still not developed to competitive standard - Poor quality of service and skills, especially in the hospitality sector - Limited understanding of target markets - Fragmentation and poor cooperation in the tourism sector - Poorly maintained roads and

<p>agriculture sectors</p> <ul style="list-style-type: none"> - Unmet need for accommodation from mine and municipal visitors to areas other than Marble Hall, Groblersdal and Burgersfort <p>Supporting Industries:</p> <ul style="list-style-type: none"> - Proactive Government Support for Tourism in the form of: - R60 million from province, National Dept' Environmental Affairs and Tourism and National Dept' of Water Affairs - Political Support - Support from the Magoshi <p>Locational factors:</p> <ul style="list-style-type: none"> - Flag Boshielo dam/ Schuinsdraai game reserve initiative – Planned Big 5 reserve, malaria free, only 2hours from Gauteng, housing & golf estates - Variety of agricultural education attractions - Picturesque area with potential for many activities related to the landscape - Rich cultural historical area with many heritage sites 	<p>underdeveloped road infrastructure</p> <ul style="list-style-type: none"> - Shortage of skills in the broad tourism sector - Landownership constraint in tribal areas - Development land/ site availability / ownership = investment risk - Backlog in basic infrastructure (including electricity) in rural and remote areas - Limited access to telecommunication infrastructure
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Source: GSDM (2007b). Local Economic Development (LED) Strategy
Public Sector Infrastructure Spending

The Public sector investment and service provision in Sekhukhune will continue to grow as long as the District remains a Presidential priority node. Two distinct potentials arise that LED can tap into:

- Directing, shifting such investment to support the LED strategic priorities to unlock economic potential more effectively
- Increasing the local private and emerging sector capacity to deliver such services, to win a larger share of these local contracts
- The public sector market includes work contracted by: Department of Water Affairs and Forestry, Department of Public Works, Road Agency Limpopo, Department of Housing and Department of Provincial and Local Government (MIG) expenditure.

Table 75: Local Suppliers; Construction, transport & logistics, Services, Manufacturing, property market, Tourism

Competitive advantages	Competitive Disadvantages
<p>Public sector service providers</p> <p>Demand conditions</p> <ul style="list-style-type: none"> - GSDM is a presidential development node and qualifies proportionately for more state development funding 	<p>Mostly external to GSDM</p> <ul style="list-style-type: none"> - Quality of work - Poor quality control - Poor cooperation between

<ul style="list-style-type: none"> - Massive investment in upgrading the GSDM infrastructure is planned – this includes building of dams, reticulating water and waste, roads, housing development, electricity and telecommunication - Quality of infrastructure not to be comprised by awarding contracts to underperformers <p>Supporting Industries</p> <ul style="list-style-type: none"> - Municipal planners, Engineers, Building inspectors - Supportive Local Government - Qualify for MIG, EPWP, ... grant funding - LIBSA provides training support <p>Locational factors</p> <ul style="list-style-type: none"> - Cost advantage of local proximity - Local know how - Diversity of construction skills - Contractors willing to work together - Earth moving equipment - Building materials available 	<p>established and emerging contractors</p> <ul style="list-style-type: none"> - Limited experience and credibility of local construction enterprises - Limited tendering skills - Limited expertise to manage big contracts - Municipalities are not accessing maximum of infrastructure grants - Local development priorities are not linked effectively to District and provincial priorities - Local development priorities not linked effectively to public sector support agencies - Locals not aware of all the existing opportunities / potential projects - Limited availability of finance for construction sector - Shortage of engineers - Shortage of technical skills - Low levels of education
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Source: GSDM (2007b). Local Economic Development (LED) Strategy Tourism

The table below is the result of a rapid appraisal process conducted in November 2006 as part of the District's LED strategy formulation (GSDM, 2006b). It sets out the main local constraints to growth that municipal practitioners themselves identified.

Table 76: Constraints to economic growth in Sekhukhune

Land	Roads	Skills	Other
Elias Motsoaledi			
Land Ownership	Groblersdal to Roossenekal (33700) Groblersdal to Bronkhortspruit (R25) The road from Groblersdal via Roossenekal to the Mapoch Caves needs upgrading	Support emerging farmers to gain commercial farming skills	Infrastructure development around Mapoch cave Infrastructure e.g. roads, water and electricity for mines
Fetakgomo			
Unblock the land constraints	Upgrade D4190 Road to Atok Mine.	Emerging farmers to gain commercial	Remove blockages to investment in

	Build a road from R37 to Sekhukhune cultural village	farming skills and lift them to a commercial level	housing
Makhuduthamaga			
Access to land Delay in proclamation of Jane Furse as a township. Fragmented release of land which leads to distorted planning	Roads to Manchi Masemola tourist site, various access roads to heritage sites and to link municipal sub-growth points and nodes of neighbouring municipalities		Funding for feasibility studies
Ephraim Mogale			
Make more land available (land audit)	Upgrade roads starting with reconstruction of part of the N11	Supporting emerging farmers to gain commercial farming skills Strengthening of Tompi Seleka Agricultural College Capacity Building for Small Contractors Facilitate Access to Technical Skills and accreditation	Determine the key factors that discourage employment of permanent farm workers Remove municipal capacity bottlenecks to infrastructure development. Flag Boshielo concession and property Development
Tubatse			
No readily available land for development. Municipality does not own sufficient land to stimulate economic growth in Burgersfort and Steelpoort. Land is owned by private sector and is sold at a high price.	Major roads needs to be upgraded – R37, R555		Mining supply park De Hoop Dam (water)

Source: GSDM (2006b)-Results of LED rapid appraisal

Sekhukhune seems poised to experience a major boom in platinum mining in the near future – a move that will grow its economy substantially if the District exploits these opportunities effectively. Agriculture and tourism also offer potential dividends. However, the Sekhukhune economy currently has a number of unhealthy features which could undermine economic development efforts in the future.

Developmental Challenges

- The economic potential of the District may be undermined by demographic, infrastructural and spatial challenges alluded to elsewhere in this chapter.
- The Sekhukhune economy is excessively reliant on public sector funding with community services being a major contributor to GGP in the area.
- Most revenue flows out of the Sekhukhune economy as residents and businesses source and sell their goods and services outside the District
- Decline in global demands for the minerals produced in the area, continued water scarcity and the increasing mechanization of platinum mining could affect Sekhukhune's mining industry negatively in the future
- Insufficient beneficiation and value-adding activities occur within the Sekhukhune economy at present.
- Commercial agriculture is coming under increasing pressure as rising input costs, a stronger local currency, lower commodity prices and external competition take their toll
- Subsistence farming continues to dominate the agricultural sector in Sekhukhune.
- The District's tourism potential is not being fully exploited as yet because of a lack of tourism infrastructure and poor related services.
- The skills profile in the district is low, due to low level of education. This will result in the economy failing to manage any developmental intervention that the district may come up with.
- Insufficient funding to implement programmes and projects identified in the LED strategy.

7. Implementation and Monitoring

7.1 Integration of Priority Issues

The following figure illustrates the functional relationship between the Priority Issues and the IDP process. In terms of the figure below, the issues around powers, Duties and Functions (Issue 1) cuts across virtually all sectors, and it is essential that this initiative be taken further so as to obtain clarity/agreements/interim agreements between local municipalities, the District municipalities, Provincial and national departments and other parastatals as to who is responsible for which aspects pertaining to each sector-be it strategic planning, operational aspects or funding. Issue 2, 3 and 4 are mainly in-house initiatives dealing with the institutional component of the GSDM, and specifically organizational and financial aspects. Issue 4 (Good Governance and Public Participation) have the following objectives:

By the nature thereof, this would involve all departments, the Municipal Manager and Members of the Mayoral Committee of the GSDM. All these initiatives are institutional in nature and are in pursuance of achieving good governance and public participation.

Issue 5 will give guidance to the location and priority for provision of services and facilities at certain growth points in the District so as to benefit the maximum number of people with limited resources available. This initiative will also serve to stimulate LED and informal trade at these nodal points. The responsibility for formalizing these nodes lies with the Department

of Community and Water services not undermining the role that the Technical Services, Treasury and Finance will play towards the successful implementation of this initiative.

Issue 6 and 11 deal with community development in the broader sense as it addresses all the basic needs of the community like health, education, housing, social services, water, sanitation, sport, arts and culture, safety and security. Community participation takes a central role as every project will be community driven and the community takes ownership for good sustainability of any project implemented in that area.

Issue 12, 18 and 19 are more technical in nature and lie on the terrain of the Department of Community, Planning and Economic Development and Water Services. Most of these initiatives involve the provision of engineering infrastructure and services but many of these would also contribute to Local Economic Development and poverty alleviation, for instance through:

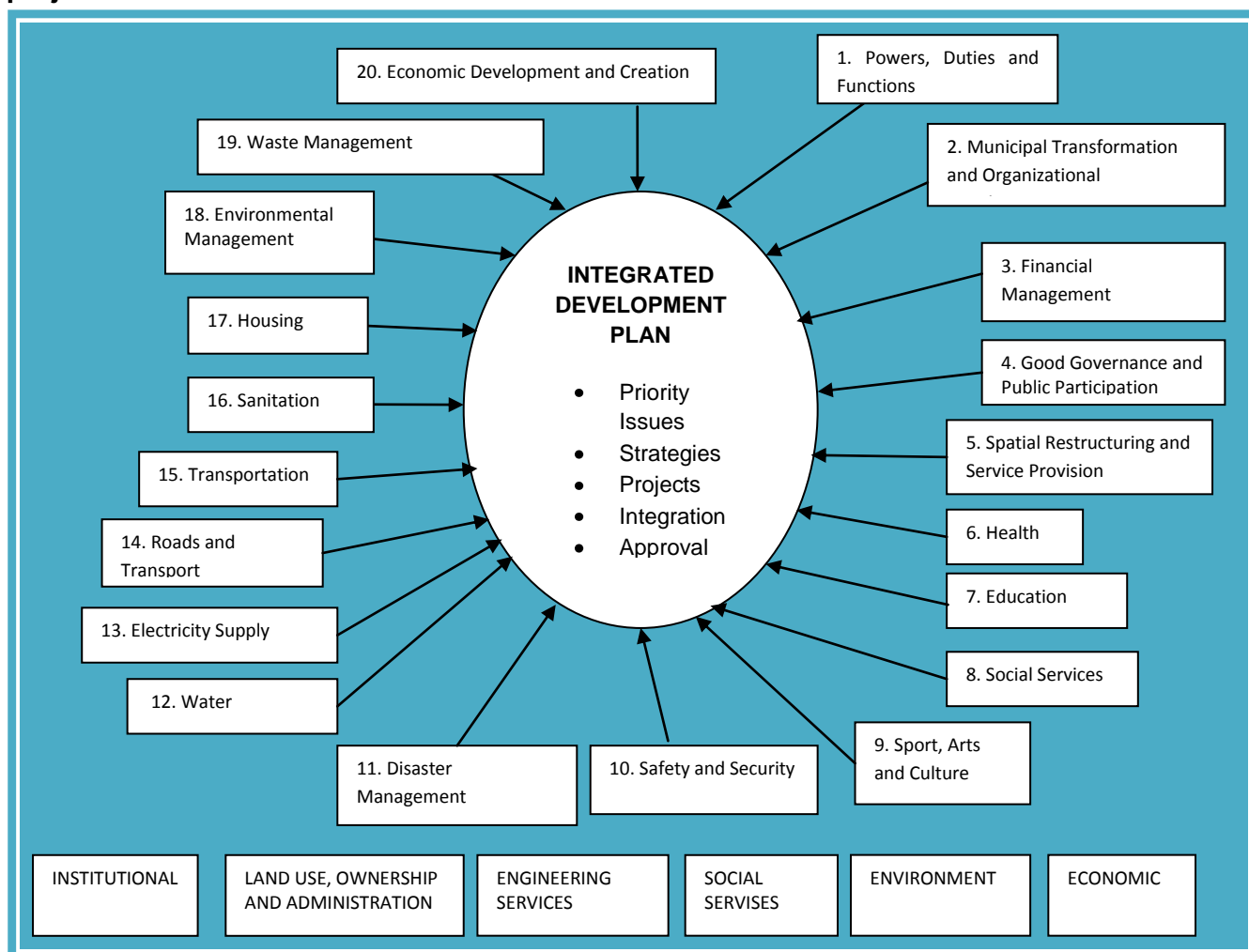
- Corridor Development Initiatives,
- Waste Recycling and Processing,
- Waste Collection,
- Labour Intensive Projects,
- Agri-village Development,
- Tourism Development,
- Social/Community Development in tenure upgrading and provision of housing improves the self-esteem, pride and security of a community.

Proper environmental management is essential in order to ensure the long-term sustainability of the total environment.

Issue 20 deals with LED and it cuts across all the other issues mentioned above. It energizes and monitors the long term sustainability of the entire system. The created jobs assist the employed people to pay services and the facilities that they use to sustain the same services and facilities. Reciprocity is sustained systems can be maintained for a long time.

Evaluation and monitoring become an on-going cycle throughout the year. IDP review process becomes a non-painstaking exercise in an environment where projects are implemented and monitored.

Figure 9 – Functional Relationship between priority issues, objectives, strategies and projects



8. DEVELOPMENT STRATEGY

The challenges outlined in the previous chapter need a strategy to deal with them. The strategy should be informed by practicality of its implementation, financial availability, resident skills and how far the strategy meets the vision, mission, goals and objectives. Hereunder follows the vision, mission, core values and objectives that should guide the choice of the best strategy to be employed so that development can be realized within the district.

8.1. Development Visioning

This section deals with the vision, the mission, core values, goals and objectives as well as the strategies adopted to deal with development challenges expounded above

8.1.1. Vision

“Development oriented Leader in Service Delivery “

8.1.2. Mission

We provide creative integrated development solutions in partnership with Local Municipalities, Communities and other stakeholders through:

- a co-ordinated framework for district developmental planning;
- fostering active community involvement
- creating a learning organisation conducive for development of human capital;
- enhancing sound intergovernmental relations through good governance;
- equitable distribution of recourses.

8.1.3. Core Values of the municipality

8.1.3.1. Batho Pele Principles

- Transparency
- Access
- Courtesy
- Efficiency
- Value for money
- Professionalism
- Redress

8.1.3.2. Code of conduct for officials and political office bearers

The Greater Sekhukhune District Municipality has adopted the Code of Conduct as encapsulated in Schedule 1 and 2 of the Municipal Systems Act, 32 of 2000 for Councilors and Municipal Staff Members respectively.

8.1.4. High-level Objectives

The GSDM's key strategic objectives are:

- Facilitation of access to land to ensure sustainable land use management for the entire district.
- Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment;
- Promote and implement social and development programmes;
- Fostering of community participation and ownership of municipal programmes through effective communication.
- Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations
- Development of institutional capacity and efficient financial management geared towards efficient delivery of services

8.1.5. Key Development Priorities

8.1.5.1. Development of institutional capacity and efficient financial management geared towards efficient delivery of services

The development of institutional capacity is a key priority to ensure that the District is equipped with high-quality staff that ensures that government programmes are implemented according to set targets. In this area of priority the District will focus on:

- Recruitment and selection of high-quality and committed staff
- The retention of staff
- The development of the skills of its staff
- Engaging in partnerships with strategic partners
- Organisational Development
- Human Resource Administration and Maintenance
- The development of administrative systems
- Secretariat and Administration Services
- Information Management
- Internal Communication
- Performance Management
- Customer care

Government programmes cannot be realized if they are not backed by financial resources. The Greater Sekhukhune District is faced with mammoth development challenges amidst limited resources. It is therefore paramount that the existing resources are well managed whilst striving for the mobilization of extra resources. In order to do so the municipality will specifically focus on:

- Development of a financial management plan
- Strengthening of revenue collection capacity
- Revenue generation
- Credit Control mechanisms
- Financial planning and budgeting
- Financial reporting
- Asset Management
- Financial Administration
- Expenditure Management and Control
- Preparation of realistic and strategic budgets
- Implementation of Municipal Financial Management Act
- Internal Audit
- Risk management

8.1.5.2. Facilitation of access to land and ensure sustainable land use management for the entire district

The desired development requires resources to happen of which among them is land. Land unlike other resources is a finite resource which has to be addressed strategically. The Greater Sekhukhune Municipal area has its own dynamics related to land as most of the land for development is under land restitution claims. It is thus critical that concerted efforts be embarked upon by the municipality to facilitate access to land for sustainable development as well as usage. As a result the following will be among the key focus areas:

- Spatial planning to guide sustainable development;
- Support programmes for beneficiaries of land restitution claims;
- Undertaking of land audits to identify land for various kinds of development;
- Facilitate the development of framework for land use management;

- Trainings and consultation sessions with various stakeholders on land use management practices.

8.1.5.3. Maximisation of economic growth and development through developing local economic opportunities and facilitating community empowerment

Development should be people-centered and not a government driven scenario wherein communities are recipients of government services. Building an increased prosperity for all residents, sustainable job and income generation and better distribution of wealth, is central to the municipality's challenges. In order to ensure this objective it is thus critical that people participate in the main stream economy of the District and the social development of communities. This will ensure that communities of the district are part of service delivery as active agents. Among programmes to be engaged in this exercise are:

- SMME Development
- Agricultural Development
- Tourism Development
- Mining Development
- Arts and Culture
- Marketing
- Investment Attraction
- Skills Development
- LED Institutional Capacity
- Expanded Public Works Programmes
- People's Skills Development

8.1.5.4. Promotion of social development of communities

Social development in communities is a critical challenge facing the municipality in an attempt to create a stable and cohesive community. To this end the following programmes will be embarked upon by the municipality:

- Environmental Management
- Primary Health Care
- Sports Development
- Youth Development
- Gender Equity
- Aged Care
- Skills Development
- Disaster Management
- Safety and Security

Provision of infrastructure also plays an important role in the social and economic development of communities. Areas without access to infrastructure are characterised by high levels of poverty whilst those with access are well off. Absence of infrastructure for any kind of services worsens the poverty levels of communities as much as it hampers development. The municipality is therefore faced with two challenges in this area:

- **First is the issue** of extending access to basic municipal services (water, sanitation, electricity and solid waste removal to communities with access.
- **The second issue relates** to the general provisioning and maintenance of infrastructure and services over the municipal area. In terms of this priority the municipality will develop the following programmes:
 - Free basic services programme
 - Access to municipal services to areas without
 - Water services provisioning and maintenance
 - Solid Waste Removal
 - Electricity provisioning
 - Transport
 - Roads
 - Storm-water

8.1.5.5. Fostering of community participation and ownership of municipal programmes through effective communication

Government programmes ought to be communicated to its communities so as they can measure the performance of government and hold it accountable. The municipality wishes to engage in a contract with its communities in addressing the challenges of poverty, unemployment, and service delivery. In this case the municipality will ensure the municipality will ensure that proper structures are put in where government will plan with the communities and monitor implementation. A clear communications framework will thus be instituted by the municipality. The focus on this programme will be:

- Functionality of all communication structures representing communities as well as all stakeholders,
- Working with community development workers in communicating planned and implemented government programmes,
- Monitoring of government programmes on their social and economic impact.

8.1.5.6. Strengthen the co-ordination of governance structures and facilitate sound intergovernmental relations

In accordance with the spirit of co-operative governance as well as the legislative requirements, the municipality will work with local municipalities; provincial and national sector departments to ensure that development is integrated; duplication is avoided; and synergy is enhanced. To realize this objective the municipality will set proper institutional structures and mechanisms to ensure that such co-operation is not ad-hoc.

8.1.6. Name change from Greater Sekhukhune District Municipality to Sekhukhune District Municipality

The council is proposing that the name of Greater Sekhukhune District Municipality be changed to Sekhukhune District Municipality. **Reason:** historically the area was divided

into four district councils for inclusivity, uniformity and unity. Now that unity has been achieved, the district should attain its original name: Sekhukhune.

8.2. Development Strategies to achieve the above stated objectives

- Consultation and participation with all stakeholders
- Collaboration with all tiers of government, state owned organs, donors and funders as well as private sectors
- Communication in a form of report back, progress report and annual report
- Project Management to avert risks and financial loss
- Capitalize on organizational strengths and turning around the weaknesses
- Monitor review and evaluation to assess goal achievement.

Hereunder follow the strategic developmental objectives and the concomitant strategies to achieve them.

MUNICIPAL MANAGERS' OFFICE

RISK MANAGEMENT			
Key Performance Area	Key Development Priorities	Objectives	Strategies
GOVERNANCE AND PUBLIC PARTICIPATION	Risk Assessment	To conduct strategic, operational, projects and contracts assessments.	Arrange workshops and interviews for senior management as per Risk Management Framework Guidelines.
			Develop departmental risk registers, composite risk register and GSDM risk matrix.
	Security Services	To safeguard the GSDM's assets, its employees and visitors.	Procure/Secure the services of a physical security service provider
			Manage the physical security contract/agreement.
	Risk Financing	To safeguard the assets of GSDM through alternative techniques of transfer of risk	Appraise/Review appropriateness of the current insurance arrangement and adequacy of the covers provided
	Insurance Claims Administration and Management	To ensure accountability in terms of recouping the losses incurred by the GSDM through an indemnity and subrogation process	Initiate intimation of claims for reported losses by obtaining quotations, completing claim forms and reporting to insurers
			Undertake <i>Ad-hoc</i> claims audits
	Risk Management IT System	Ensure proper storage, management and maintenance of risk management data and information.	Procure an Integrated Risk and Audit Management System compatible to GSDM's IT environment
	Risk Management Awareness	To raise risk management awareness amongst GSDM staff through training.	Develop Risk Management Framework and Methodology/Practice training module and provide training to staff.
	Risk Reporting	To report risk issues to the Risk Management Committee .	Re-establish the Risk Management Committee.
	Policies and Procedures	To standardise and unify the Risk Management process and practice by ensuring good governance and compliance to related legislation.	Develop, implement and constantly review framework, policies, procedures, systems and processes.

			Identify roles and responsibilities for officialdom.
	Anti-corruption / Fraud Prevention	To stem out fraud and corruption activities within GSDM.	Develop and implement an Anti-corruption Strategy and a Fraud Prevention Plan.
	Business Continuity Management Plan	To secure the sustainability of GSDM and ensure that it is a going concern.	Develop the BCM Plan
	IGR	To provide a platform for discussion of issues of mutual interest and sharing of knowledge.	Establish a Risk Management Forum.
		Provide local municipalities with risk finance expertise.	Integrate the Risk Finance Function within the District .
	Staff skills development	To enhance risk management unit staff's risk management skills.	Send risk management staff on formal and informal risk management courses.

INTERNAL AUDIT

Key Performance Area	Key Development Priorities	Objectives	Strategies
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Internal Audit	To provide independent, objective assurance and consulting services.	Review the extent of compliance with established policies, procedures and applicable laws and regulations.
		To evaluate and improve the effectiveness of risk management, control and governance processes.	Appraise the soundness, adequacy and application of the accounting, financial, operational and IT controls.
	Policies and Procedures	To ensure uniform implementation of internal audit processes.	Monitor the implementation of the Internal Audit methodology, Internal Audit Charter and Audit Committee Charter.
	Municipal Support	To provide support to Local Municipalities	Capacitate Local Municipality's Internal Audit Units.
	Reporting	To ensure proper accountability.	Report to Audit Committee on a regular basis on IAA

			performance.
	IGR	Interact with all spheres of government	Strengthening the co-operation of governance structures and facilitate sound intergovernmental relations.

OFFICE OF THE EXECUTIVE MAYOR

KEY PERFORMANCE AREAS	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
Good Governance and Public Participation	Children Advocacy Programmes	To provide support and advocacy on children rights and their welfare programmes.	Ensure provision of comprehensive.
			Develop a participatory mechanism on National and Provincial children initiatives.
	Aged Advocacy Programmes	To provide support and advocacy for the elderly persons.	Facilitate participation and integration of elderly people in Municipal Programmes.
			Coordinate a comprehensive elderly people networks and advocacy.
	Youth Development Programmes and Advocacy	To create awareness among the youth on all issues affecting the society.	Drive the youth development through capacitation of Youth Advisory Centers and implementation of a coherent and integrated Youth Month Program.
		To put youth in the main stream of all socio-economic activities and initiatives.	Facilitate the integration and alignment of District youth initiatives with National and Provincial Youth Development initiatives/programmes.
	Disabled Persons Advocacy Programmes	To implement GSDM Integrated Disability Strategy.	Develop and implement Integrated Programmes to mainstream issues of persons with disabilities.
			Forge strategic partnership and capacity building to forums of people with disability.
	Gender Advocacy Programmes and Woman Empowerment	To provide support and advocacy on woman and gender development programmes.	Initiate and implement Woman Focal Month Programme in line with Provincial and National Program/Theme.
			Intensify awareness campaigns

KEY PERFORMANCE AREAS	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
			with emphasis on eradication of gender based violence.
			Fastrack woman participation in the economic mainstream of the District.
	Moral Regeneration Movement	To forge a strong and sustainable civil society partnership based on Constitutional values of respect, morality, social cohesion and unity.	Strengthen Social Cohesion through cultural, sports and religious activities/programmes.
			Mobilize Civil Society to adhere and observe charter of positive values.
			Create strategic partnerships with civil society structures for promotion of constitutional values and ethos of peace, justice, etc.
	Geographic Names Programmes	To give effect to constitutional mandate of redress. To contribute in restoring our history and heritage by standardizing geographic names.	Support Local Municipalities and Community Structures to meaningfully partake in the process of standardizing geographic names in their own areas.
			Engage and partner with other Municipalities on sharing experiences and knowledge around Geographic Names standardization.
	Traditional Leaders Support	Provide support and partner with Magoshi as custodians of Traditional Leadership.	Develop and implement a uniform integrated support to traditional leaders.
			Strategic partnership with Traditional Leaders on issues of development and land.
	Support to Ward Committees	Ensure that ward committees are fully functional.	Provide training, support and ongoing assessment programmes to ward committees.

KEY PERFORMANC E AREAS	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
			Coordinate of uniform and standard reporting with the Speaker's Office.
	Mayoral Relief Programmes	To ensure support to needy families and communities in times of distress.	Provision of material and other forms of assistance to families identified as in distress. Lobby partnerships to augment Executive Mayors relief interventions.
	HIV/AIDS Awareness Programmes	To streamline HIV/AIDS support programme.	Develop and integrated HIV/AIDS management strategy. Support and capacitate the District and Local's Aids Councils. Partner with the role players and civil society on HIV/AIDS Program and initiatives.

HUMAN RESOURCE DEPARTMENT

KPA	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	Organizational Development	To develop effective and efficient business processes.	By designing and developing OD Strategy.
			By conducting change management.
	Human Resources Development	To educate, train and develop employees and communities.	By conducting skills audit.
			Development and improvement of the WSP/ATR.
			Development and implementation of the Training Plan.
	Human Resources Management	To attract and retain high quality and committed staff.	Development and review of HR policies.
			Development of Staff Retention Strategy.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Labour Relations	To promote and maintain labour peace	Strengthening of LLF and District Labour Relations Forum
			Development of Labour Relations Plan.
	Employee Assistance and Wellness	To ensure employees well being	Development of Employee Wellness Plan
			Conduct employee wellness awareness programme.

COMMUNITY SERVICES

KPA	Key Development Priorities	Objectives	Strategies
MUNICIPAL HEALTH SERVICES			
BASIC SERVICE DELIVERY	Air Quality Monitoring and Weather Station	To monitor and control air quality within the district	Solicit approval of the AQMP by GSDM
			Establish both mobile and static weather and air quality monitoring station in GSDM
			Monitor and Evaluate the AQM in GSDM.
	Chemical Safety Management	To monitor and evaluate chemical safety management and control within the district	Establish the necessary committees.
			Intensify chemical monitoring and evaluation.
			Establish laboratory services for sample analysis
	Food Safety and Control	To monitor and investigate food safety activities	Establish the necessary committees.
			Intensify chemical safety monitoring and evaluation.
			Establish laboratory services for sample analysis
	Environmental Management, Awareness and Education	To provide for safety and healthy sustainability of the environment	Establish the necessary forums.
			Establish common programmes for the year throughout the district together with LEDET Sekhukhune
			Intensify awareness campaigns in the district on environmental calendar days
	Integrated Waste Management	To maintain cleaner, safe and sustainable environment	Implement the recommendations of the section 78 process report on IWMP.

KPA	Key Development Priorities	Objectives	Strategies
			Establish landfill sites where they are identified, get them licensed, and permit them.
			Monitor and coordinate waste collection projects within the district.
			Coordinate waste management activities in support to the LMs.
BASIC SERVICE DELIVERY Cont	Community Waste Disposal Centre	To maintain cleaner, safe and sustainable environment.	Solicit environmental assessment from LEDET
			Develop site and architectural plans
			Construct the centre and make use of it.
	MHS Equipments and tools	To ensure that the mandatory function is effectively implemented.	Get the necessary MHS specialized equipments and tools in place.
			Equipments are distributed to the relevant personnel for use.
	Municipality By-law on MHS	Submission of Municipal By-laws on MHS to council structures	Solicit approval/support of both management and portfolio committees.
	Cemeteries and Crematoria	To make sure that the environment is protected, safe and sustainable for the future	Identify existing cemeteries for upgrading and protection.
			Identify new sites and conduct EIAs to determine their environmental safety.
	Talafatsa Sekhukhune	To prevent Pollution of both air, land and the environment.	Solicit for more trees from LEDET and plant them in various places within the district.
		To maintain production of the necessary species of trees for the District	Establishing a nursery within GSDM to sustain the environment.
DISASTER MANAGEMENT			
Basic Service Delivery	Disaster Management	Prevent, mitigate and respond to disasters.	Promote safety through provision of resources to satellite stations, educate communities about disaster management and provide relief to disaster victims.

KPA	Key Development Priorities	Objectives	Strategies
	Equipment and vehicles	To improve response to disaster incidence.	Install a call taking dispatch, CCTV, voice log and intercom system to fire stations.
		Effective response and communication	Provide disaster vehicles and communication facilities to disaster officers in order to ensure speedy response.
	Fire, Emerging and Rescue services.	To ensure effective provision of fire services and also improve employee's working conditions.	Provide with operational and training equipments to ensure effective functioning of the Sekhukhune Fire training academy.
		Ensure availability of equipments	
	Fire vehicles	To comply with national standards and provide capacity to satellite stations.	Acquire (6) 4x4 vehicles for grass fire, 2 Rapid response for accidents management.
		Have fire fighting vehicles that are acceptable to National Fire Protection Association Standard.	
	Protective clothing	To ensure that fire personnel are not exposed to danger when performing their functions.	Provide protective clothing to fire personnel.
		Protect fire personnel during operations.	
	Special Operations (Arrive Alive)	To promote road safety	Develop and implement the arrive alive programme. Involvement of relevant stakeholders during arrive alive campaigns in the District.
SPORT, ART AND CULTURE			

KPA	Key Development Priorities	Objectives	Strategies
BASIC SERVICE DELIVERY	Sport advancement and promotion	To increase mass participation in road running and all types of sporting codes	Organize Executive Mayor's marathon. Participate in Executive Mayor's Cup and Executive Mayor's Golf Cup. Participate in Club development and Siyadlala Mass Participation Programmes.
	Support to federations	To establish new federations and assist the existing ones in the proper development and promotion of athletes.	Organize tournaments for SAFA, Netball, Softball, Table Tennis federations and participate in district, provincial and national leagues.
			Mobilize athletes and communities to form outstanding federations.
	Support to Councils	Improve Institutional support to both Sport, Arts & Culture Councils	Strengthening the constants monthly meetings with both councils.
			Revival and re-launching of both Councils.
	Sustenance of Legacy Projects	To create sustainable programmes for further quality development.	Capacity building courses in Administration/Management, Coaching and Umpiring/Refereeing.
			Mass mobilization programme through coaching clinics and sport festival.
	Cultural Show (Talent search show)	To increase awareness in Art and Culture matters.	Organize Sekhukhune talent show and indigenous games.
	Promotion of artists	To increase mass participation in local artists	Organize festival of local artists.
	Miss Teen Sekhukhune and Miss Sekhukhune	To create opportunities for young girls to discover latent self-worth.	Organize Miss Sekhukhune and Teen Beauty Pageant.
	Promotion of Mother Tongue	To promote Mother Tongue Languages,	Organizing Language Competitions and workshops. Identification of

KPA	Key Development Priorities	Objectives	Strategies
	languages, designers and crafters.	emerging designers and crafters through interpreting, Literature writing and cultural shows.	emerging designers and crafters with the help of LED for promotion through mini shows per local municipality

PLANNING AND ECONOMIC DEVELOPMENT

Key Performance Area	Key Development Priority	Objectives	Strategies
SPATIAL PLANNING UNIT			
SPATIAL RATIONALE	Spatial Development and Restructuring	To provide a longer term and more strategic perspective on the development of the District.	By developing coherent policies and procedures to influence and shape the desired spatial development trajectory.
		To provide for a district-wide spatial form that is efficient, sustainable and accessible.	By providing for an analytical and continuous reading of the district space economy to shape decisions.
		To ensure that growth is sustained in terms of infrastructure and environmental quality and that growth supports a desired spatial form.	By delineating the district into functional zones and apportioning resources based on the circumstances prevalent in the zones.
			By enhancing the intensity of existing well-functioning and opportunity nodes and transformation of marginalized areas.
	Land Tenure Upgrading	To provide for enabling land accessible environment for development.	By facilitation of land acquisition processes and upgrading of land tenure.
	Land Use Management	To provide an appropriate and efficient Land Use Management system that facilitates growth, investments and continuous regeneration.	By bringing all areas into an appropriate regulatory and planning framework.
			By designing an efficient and workable land regulatory mechanism
	Spatial Information Management	To provide for an efficient and effective Spatial Information Service.	By developing and maintaining spatial information processes and system.
	Integrated Human Settlements	To provide or integrated and sustainable human settlement and well designed spaces.	By integrating housing delivery with other socio-economic programmes.
	Environmental	To protect, enhance	By ensuring that appropriate

Key Performance Area	Key Development Priority	Objectives	Strategies
	Management	and manage the natural environmental resources.	capital investments are directed to environmentally sensitive areas.
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	Skills Development	To provide for knowledge sharing and capacity building among planning practitioners in the district.	By formal and non-formal interactions with planners and other related professions across the spheres of government and the broader society.
	Municipal Support		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good Governance and Public Participation	To ensure that planning processes are more participatory, and that outcomes are more equitable.	By involving communities in planning processes through their evolution.
Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
LOCAL ECONOMIC DEVELOPMENT			
LED	SMMEs Development	To create a conducive environment for sustainable growth and development of SMME	Facilitation SMMEs training and mentoring.
			Facilitation of access to markets.
			Product development and financing.
			Development of partnership with state owned enterprises and private sector.
	Agricultural Development and Farmers Support (Horticulture Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices.	Provision of agricultural infrastructure .
			Facilitate provision of agriculture inputs.
		Identify and explore value adding opportunities.	Facilitate access to market.
	Agriculture Development and Farmer Support (Meat Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices.	Mobilizing funding for agricultural development.
			Provision of agricultural infrastructure.
		Identify and explore value adding opportunities.	Facilitate provision of agricultural inputs.
			Facilitate access to markets.
			Mobilize funding for agricultural development.

Key Performance Area	Key Development Priority	Objectives	Strategies
	Agricultural Development and Farmers Support (Meat and Horticulture Cluster)	To provide support to emerging famers to increase their output and access markets at competitive prices.	Facilitate the establishment of value adding activities.
		Identify and explore value adding opportunities.	Facilitate establishment of Fresh Produce Market.
	Tourism Development	To promote the development of tourism destinations and opportunities.	Facilitate development of tourism products and facilities.
			Establishment of partnerships for tourism development and promotion.
			Mobilize resources.
	Mining Development	To establish working relationships with the mining houses.	Interaction with the mining houses.
		To tap into downstream and upstream mining opportunities.	Packaging and rollout of mining value chain programmes.
	Investment Attraction	To facilitate internal and external investment opportunities.	Design and rollout of investment promotion programmes.
Sekhukhune Development Agency	Establishment of Economic Development Agency		
Key Performance Area/Programme	Key Development Priorities	Objectives	Strategies
INTEGRATED DEVELOPMENT PLANNING (IDP)			
Good Governance and Public Participation	Integrated Development Planning (IDP)	To ensure that municipal planning and other spheres of government are integrated and aligned.	Strengthening of district planning and the revival of all IGR forums and structures.
		To ascertain that stakeholders	Effective engagement of all stakeholders in government

Key Performance Area	Key Development Priority	Objectives	Strategies
		(communities) participate in municipal programmes.	programmes.
		To ensure proper coordination in the implementation of programmes in all spheres of government.	Improving on the flow of information during the implementation programmes to the three spheres of government.

ADMINISTRATION

KPA	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Secretariat	To ensure optimum functionality of council and council structures.	Provision of effective and efficient secretariat services.
	Legal Support	To ensure a legally compliant institutions.	Provision of legal support and advices.
	Administration Services	To improve administrative processes through records management.	Establish functional registry and document warehousing processes.
	Information Management	To establish virtual interactive organization	Provision of reliable ICT services.
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	Knowledge Management	To position the district as the hub of innovation.	Creation of institutions and conditions for knowledge management culture.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	IGR	To ensure coordinated provision of services.	Coordination of IGR structures and processes.

WATER SERVICES

KEY PERFORMANCE AREAS	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
BASIC SERVICE DELIVERY	WATER		
	Backlog Eradication	To ensure that the water backlogs is eradicated by 80%.	Develop Infrastructure Development Plan.
			Develop a funding strategy.
			Initiate the ten key strategy approaches.
	SANITATION		
	Backlogs Eradication	To ensure that the sanitation backlogs are eradicated by 40%.	Develop a funding strategy.
	FREE BASIC WATER		
	Provisioning of Free Basic Water to indigent households	To ensure that 80% of metered indigent households are provided with FBW.	Develop indigent register.
	OPERATION AND MAINTENANCE		
	To sustain water supply	Ensure provisioning of sustainable water services.	To operate and maintain water infrastructure.
			Strengthen the security measures.
			To initiate effective co-ordination of water activities.
		Ensure revenue collection and conservation of water.	To implement water demand management strategy.
	CONTRACT MANAGEMENT		
	To refurbish the existing worn out infrastructure	To ensure that water infrastructure is in good working condition.	To develop long term refurbishment business plan.
	CUSTOMER CARE		

KEY PERFORMANCE AREAS	KEY DEVELOPMENT PRIORITIES	OBJECTIVES	STRATEGIES
	Address Water Services Community matters	Create a relationship between communities and the municipality.	Community awareness campaign.
	HUMAN RESOURCES		
	Capacitate the water services personnel	To ensure competent work force.	Training and capacitating personnel.
	Financial compliance	To develop institutional capacity and efficient financial management.	Recruitment of competent personnel and capacity building.
		Development of financial management plan.	
	DEVELOPMENT OF INSTITUTIONAL CAPACITY		
	Development of Departmental Strategies and Policies	To ensure effective and efficient water service delivery.	To align, initiate the current draft strategy and policies.

STRATEGIC MANAGEMENT

Key Performance Area	Key Development Priorities	Objectives	Strategies
ORGANIZATIONAL DEVELOPMENT AND TRANSFORMATION	Performance Management System	To plan, implement, monitor, measure, report, review and improve organizational, departmental and individual performance.	By implementing the PMS Framework and Policy.
		To facilitate the creation of a performance culture and create a culture of best practice and encourage shared learning among stakeholders to improve service delivery.	By development of departmental score cards.
			By encouraging networking and learning of best practices.
			By promoting service delivery excellence mechanisms.
		Improve the implementation of the IDP and ensure integration and alignment of programmes across municipalities, departments and other spheres of government.	By strengthening the functionality, integration and alignments of the District Wide Performance Management.
			By developing measurable and aligned targets for the SDBIP and other municipal programs.
		Alert the organization of failure to achieve the objectives of the IDP and government commitments.	Monitoring, measuring and review of PMS
		Develop meaningful interventions mechanisms to address failure.	Development of organizational early warning system on PMS.
			Development of an intervention mechanism.
		Help the municipality	Ensure statutory compliance to

Key Performance Area	Key Development Priorities	Objectives	Strategies
		to improve service delivery through the development of effective PM compliance.	regulations and frameworks.
		Promote accountability between various stakeholders.	Ensure compliance to Statutory Reporting Requirements.
GOOD GOVERNANCE	Customer Care	Promote a functional Customer Care Services that is aligned to Batho Pele Principles.	Developing a Customer Care Call Centre with mechanisms that track queries and activities.
	System and policy development	To co-ordinate development and implementation of policies and frameworks.	Developing and reviewing strategies, frameworks and policies.

FINANCIAL MANAGEMENT

Key Performance Areas	Key Development Areas	Objectives	Strategies
FINANCIAL VIABILITY	Asset Management	To ensure proper recording and safe guarding of assets.	Compliance with GRAP Standards.
		To provide OHS compliance offices.	
	Revenue Management	To enhance revenue collection.	Implementation of Credit Control By-Law.
			Implementation of Revenue Enhancement Strategy
	Stores Management	To ensure that council stock is adequately accounted for, properly recorded and safeguarded.	Implementation of Asset Management Policy.
	Expenditure Management	To ensure effective efficient financial management.	Implementation of Accounting Standards, Internal Control Procedure Manuals and Policies.
	Supply Chain Management	To ensure efficient, effective and economical SCM.	Improve the status 60% SMME within the District.
			Adherence to Service Standards and Procedures.
			Demand management.
	Budget	To ensure preparation of realistic budget.	Coordination of budget inputs.
	IGR	To ensure sound intergovernmental financial management and viability.	Support to Local Municipalities

COMMUNICATIONS

Key Performance Areas	Key Development Areas	Objectives	Strategies
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Publications	To ensure improved communication with the internal stakeholders.	Promoting popular access to and greater use of newsletters as a constant and reliable source of information for both internal staff and external stakeholders.
		To ensure improved communication with the external stakeholders.	
		To ensure improved communication with the external stakeholders on specific programmes.	
	Publicity	To promote visibility of municipal service delivery programmes and to foster public participation thereto.	Undertake continuous public relations activities to project and sustain a positive image of the District Municipality.
	Support to Community Media	To foster mutual relationship with media houses through continuous support and strategic media buying.	Maintain a constant flow of information about the district to media practitioners and placing advertorials in all local media platforms.
	Community Outreach Programmes/Izimbizo	To create a structured platform for the Mayoral Committee to reach-out to communities on service delivery issues.	Ensuring maximum participation of the public in general matters of governance and in the programmes of the District Municipality.
	Heritage Celebration	To stage and support all declared heritage celebrations.	Promoting civic awareness about the significance of past cultural events in a way that creates economic spinoffs for the district.

Key Performance Areas	Key Development Areas	Objectives	Strategies
	IGR	To promote an integrated and coherent government communications through implementation of the Intergovernmental Relations Framework Protocol.	Coordinating the affairs of all the Government Communications Coordinating FORA in the District, i.e. DCF, LCF.
	SODA	To stage, promote and ensuring that the State of the District Address is delivered.	Developing and Integrated Action Plan and phased communication plan for pronouncement made at the SODA
	Media Relations	To strengthen relations with the media community and host media networking sessions in alignment to high-impact communication activities.	Briefing media on progress in implementing the District Service Delivery Programme and to introduce leadership to the media.
	Marketing	To market and profile the economic potential of the District.	To position the district as a tourist and investor destination of choice.
	International Relations	To promote effective relations with organs of state in other countries.	Embarking on horizontal learning programmes (in respect of government communications) with foreign countries.
	Event Management	To promote unmediated interaction between the district and members of the public.	Coordinating a series of events in line with the Government Communication Cycle and the District Calendar of Events.

TECHNICAL SERVICES

Key Performance Areas	Key Development Areas	Objectives	Strategies
WATER	Supply Bulk Infrastructure and Reticulation for potable water	To ensure provision of safe and clean water to all households and businesses to an acceptable standards.	Utilize the Master Plan and WSDP and update it to suit the current situation.
			Obtain an implementation plan from the DLG&H and Local Municipalities for housing projects.
			Develop bulk from dams to augment groundwater.
			Source alternative funds.
			Develop a master plan and implement cost recovery to all new schemes.
			Develop a Master Plan.
			Adopt design standards from the DWAE.
			Capacitate Staff.
			Engage DWAE, COGTA and TCTA.
			Formalise ownership of land.
SANITATION	Provision of household sanitation	A sanitation infrastructure to all households and businesses to an acceptable standards.	Develop an Implementation Plan on Rural Household Sanitation.
			Obtain an implementation Plan from the DPL&H and Local Municipalities for housing projects.
			Develop Town Plans and do a Sewer Master Plan.
			Submit an Implementation Plan for adoption by Council.
			Training Plan with cost and funding mechanisms developed.
			Develop a Sustainability Plan.

Key Performance Areas	Key Development Areas	Objectives	Strategies
ROADS	Provision of relevant roads within the district	To ensure improved accessibility and mobility within the district.	Provide continuous awareness of the Master Plan as well as powers and function to the politician and communities.
			Obtain an implementation plan from the DLG&H and Local Municipalities for housing projects.
			Source external capacity to look at road classification in the district.
			Engage with RAL and DRT on issues of prioritization.
			Develop a PMS
			Adopt the COGTA industry guide on unit cost.
			Avail funds for maintenance.
			Engage with RAL National Treasury.
ELECTRICITY	Coordination of electrification infrastructure to households	To ensure that communities are provided with electricity infrastructure for domestic use.	Validate backlog and prioritize.
			Obtain a development plan on electricity infrastructure from DME.
			Obtain an implementation plan from the DPL&H and Local Municipalities for housing projects.
			Clarity on roles and functions.
PROMOTION OF PUBLIC TRANSPORT	Provision of public transport planning and infrastructure	To ensure provision of reliable, safe and comfortable public transport system.	Use energy forum to mobilize the decision to build and upgrade power stations and other related infrastructure.
			Training of officials in Integrated Transportation Planning and Land Use Planning.
			Recruitment of Transport Planners and Engineers.
			Procurement of Consulting

Key Performance Areas	Key Development Areas	Objectives	Strategies
			Engineering Services for consistent and continuous.
			Motivate subsidized public transport coverage in the GSDM with the objective of reducing the cost of travel.
			Provide public transport infrastructure such as shelters, lay-bys and inter-modal facilities.
			Upgrade the road infrastructure and the streets between residential and business nodes, giving special attention to the Greater Tubatse Area.

9. LIST OF PROJECTS

The above objectives and strategies have translated into projects that have both time frames and budget. Hererunder follows District Sector Departments and State Owned Enterprises's Projects:

9.1. District Municipality Projects

DEPARTMENT: STRATEGIC MANAGEMENT

CORE FUNCTIONS

- Improve Institutional Capacity
- Customer Care Coordination, Monitoring and Evaluation
- Good Client Relations
- Compliance to Institutional Policies and Procedures
- Compile Statutory Reports

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Organizational Development and Transformation	Performance Management System	To plan, implement, monitor, measure, report, review and improve organizational, departmental and individual performance	Co-ordinate Organisational Performance Management (SDBIP)	Ongoing	GSDM	0	0	0	0
			Coordinate individual Section 57 Performance Management						
		To facilitate the creation of a performance culture and create a culture of best practice and encourage shared learning among stakeholders to improve service delivery.	Support development and implementation of departmental Performance Management	Ongoing In-house capacity	GSDM	0	0	0	0
			Support development of Manager's Performance Management	Ongoing					
			Support cascading of Level 4 downwards Performance Management	New					

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			Co-ordinate Service delivery Excellence Awards	Ongoing					
		Improve the implementation of the IDP and Ensure integration and alignment of programmes across municipalities, departments and other sphere of Government.	Support Co-ordination of the district-wide clusters/forum meetings	Ongoing	GSDM	R0	R0	R0	R0
			Development of TOR and/or Implementation plan	New					
		Alert the organization of failure to achieve the objectives of the IDP and government commitments.	Quarterly Institutional Performance Review Makgotla	Ongoing	GSDM	R1,593,000.00 Vote no. 260815	R500,000.00	R531,000.00	R562,330.00
			Quarterly Individual Performance Reviews/Appraisals	Ongoing					
		Develop meaningful interventions mechanisms to address failure.	Ensure the implementation of the automated PMS system.	Ongoing					
			Development of a strategy/framework implementation of	New					

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			an intervention plan.						
Good Governance		Help the municipality to improve Service delivery through the development of effective PM compliance.	Development of a Functional Compliance Sub-Unit.	New	GSDM	0	0	0	0
			Implementation of a Compliance Regulations/Framework.	Ongoing					
		Promote accountability between various stakeholders.	Monthly Quarterly and Annual Statutory Reporting.	Ongoing	GSDM	R318,665.00 Vote no. 260817	R100,000.00	R106,200.00	R112,465.00
			5 year Local Government Strategic Agenda.	Ongoing					
	Customer care	Promote a functional Customer Care Services that is aligned to Batho Pele Principles.	Call Centre.	Ongoing	GSDM	R478,000.00 Vote no. 260820	R150,000.00	R159,300.00	R168,700.00
			Help Desks.	Ongoing					
			Annual satisfaction survey.	Ongoing					
	Systems and Policy Development	To co-ordinate development and review of institutional policies and frameworks.	Institutional systems policy development.	Ongoing	GSDM				

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

CORE FUNCTIONS

- Local Economic Development
- Integrated Development Planning
- Spatial Planning
- Land use Management
- Provision of development direction for the District

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLE NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Spatial Rationale	Spatial Development and Restructuring	To provide a longer-term and more perspective on the development of the District	SDF Review for District and five LMs.	Update	GSDM	0	0	0	0
		To provide for a district wide spatial form that is efficient, sustainable and accessible	Spatial Trends Analysis Study.	New	GSDM	R0	R0	0	0
		To ensure that growth is sustained in terms of infrastructure and environmental quality and that growth supports a desired spatial form	SDF Applications Guidelines Implementation	New	GSDM	0	0	0	0
			Precinct plans Development for five nodes	Update	GSDM	0	0	0	0
	Land Tenure Upgrading	To provide for accessible land for development.	Facilitation of Jane Furse Township Establishment	Update	GSDM	0	0	0	0
	Land Use Management	To provide for an appropriate and efficient land use management system that facilitates growth, investments and continuous regeneration services	LUMS Promulgation	Update	GSDM	0	0	0	0
			LUMS Implementation	Update	GSDM	0	0	0	0
	Spatial Information Management	To provide for an efficient and effective spatial information service	GIS Strategy Implementation.	Ongoing	GSDM	R1,000,000.00 Vote no. 260637	R1,000,000.00		
	Integrated Human Settlement	To provide for integrated and sustainable human settlements and well designed spaces	Development of Housing Sector Plans.	New	GSDM	0	0	0	0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLE NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	Environmental Management	To protect, enhance and manage the natural environmental resources.	Environmental Management Manual.	New	GSDM	0	0	0	0
Municipal Transformation and Organizational Development	Skills Development	To provide for knowledge sharing and capacity building among planning practitioners in the district	Hosting of two theme based networking sessions.	New	GSDM	0	0	0	0
	Municipal Support	To provide for continuous and demand driven support to local municipalities on planning matters	Continuous support to local municipalities	Update	GSDM	R0	R0	R0	R0
Local Economic Development (LED)	SMME Development	To create conducive environment for sustainable growth and development of SMMEs.	Facilitate and coordinate (from various institutions) training on Basic Business and Technical skills	Ongoing	GSDM	R0	R0	R0	R0
		To create conducive environment for sustainable growth and development of SMMEs	Identify mentors from various sectors and develop database	New	GSDM	R0	R0	R0	R0
		To facilitate access to markets	Market linkage (Seminars, Exhibitions and Expo)	Ongoing	GSDM, SEDA, LIBSA, TIL	0	0	0	0
		Product development.	Quality assurance	Ongoing	GSDM SEDA	R0	R0	R0	R0
		Financing and project support	Provision of production equipments	Ongoing	GSDM	R0	R0	R0	R0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMEN TING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			Facilitate partnership	Ongoing	GSDM	0	0	0	0
	Agriculture Development and Farmer Support (Horticulture Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices	Provision of irrigation systems.	Ongoing	GSDM	0	0	0	0
		To provide support to emerging farmers to increase their output and access markets at competitive prices	Provision of fencing	Ongoing	GSDM	0	0	0	0
		To provide support to emerging farmers to increase their output and access markets at competitive prices	Provision of production inputs e.g. Seeds, fertilizers and chemicals	Ongoing	GSDM	0	0	0	0
		To facilitate access to markets	Organize market exposure trips	Ongoing	GSDM, TIL, LDA	0	0	0	0
	Agriculture Development and Farmer Support (Meat Cluster)	To provide support to emerging farmers to increase their output and access markets at competitive prices	Provision of livestock watering facilities	Ongoing	GSDM	0	0	0	0
			Provision of fencing	Ongoing	GSDM	0	0	0	0
			Provision of livestock housing (Piggeries and Poultry)	Ongoing	GSDM	0	0	0	0
	Agriculture Development and Farmer Support (Meat)	To facilitate the establishment of value adding activities	Facilitate establishment of Agro-processing units		GSDM	0	0	0	0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMEN TING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	and Horticulture Cluster)	To facilitate the establishment of Fresh produce market.	Development of business plan		GSDM	R0	R0	R3,300,000.00	R3,630,000.00
	Mining Development	To establish working relationships with the mining houses	Strengthening the mining economic forum		GSDM	0	0	0	0
	Tourism Development	To promote the development of tourism destinations and opportunities	Tjate Heritage site Development	Ongoing	GSDM	R3,186,660.00 Vote no. 260141	R1,000,000.00	R1,062,000.00	R1,124,660.00
			Sekhukhune Tourism Route Development	ongoing	GSDM	R0	R0	R0	R0
			Manchie Masemola Cluster Development	Ongoing	GSDM	R1,593,330.00 Vote no. 260141	R500,000.00	R531,000.00	R562,330.00
Sekhukhune Development Agency	Establishment of Economic Development Agency	To promote Economic Development within GSDM	Support to GSDM Development Agency	Ongoing	GSDM	R3,186,660.00 Vote no. 260663	R1,000,000.00	R1,062,000.00	R1,124,660.00
Municipal Transformation and Organisational Development	Integrated Development Plan	To ensure that municipal planning and other spheres of government are integrated and aligned.	2010/11 IDP/Budget Review for the District	Ongoing	GSDM	R1,593,330.00 Vote no. 260481	R500,000.00	R531,000.00	R562,330.00
Good Governance and Public Participation	IGR	Interact with all spheres of government	IGR Structures	Ongoing	GSDM	R159,330.00 Vote no. 260259	R50,000.00	R53,100.00	R56,230.00

DEPARTMENT: SECRETARIAT AND ADMINISTRATION

Core Functions

- Record Management
- Council Secretariat
- Legal Services
- Information Communication Technology (ICT)
- Knowledge Management

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Good Governance and Public Participation	Institutional Capacity and Efficient Financial Management	To ensure optimum functionality of council and council structures	Develop and implement schedule of activities	Ongoing	GSDM	R0	0	0	0
			Conduct quarterly refresher workshops on logistics of managing council affairs	Ongoing					
			Develop a system of monitoring the implementation of resolutions	Ongoing					
			Develop and implement schedule for oversight visits	Ongoing					
LEGAL SERVICES									
Good Governance and Public Participation	Institutional Capacity Efficient Financial Management	To ensure a legally compliant institutions	Update and monitor database of Service level agreement (SLAs)	Ongoing	GSDM	R0	0	0	0
			Reduce unnecessary litigations	Ongoing					
			Institutionalise the culture of compliance	Ongoing					
			Deal with litigations expeditiously	Ongoing					
			Quarterly legislative and policy review processes	New					
			Support to local municipalities	Ongoing					

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTI NG AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			Peruse and submit draft by-laws to council and subject them to public participation	Ongoing					
RECORD MANAGEMENT									
Good Governance and Public Participation	Institutional Capacity and Efficient Financial Management	To improve administrative processes through records management	Reduce Filling backlog by 40%	Ongoing	GSDM	0	0	0	0
			Institutionalize the records management practices	Ongoing		0	0	0	0
			Develop records management policy	New		0	0	0	0
			Upgrade the registry	New		0	0	0	0
			Standardise communication processes	Ongoing		0	0	0	0
			Registry services	Ongoing		R0	R0	0	R0
INFORMATION COMMUNICATION TECHNOLOGY (ICT)									
Good governance and Public participation	Institutional Capacity and Efficient Financial Management	To establish virtual interactive organisation	Establish intranet	New	GSDM	R0	R0	R0	R0
			Provide remote user support	Ongoing		0	0	0	0
			Maintain ICT infrastructure	Ongoing		R9,559,980.00 Vote no. 685405018	R3,000,000.00	R3,186,000.00	R3,373,180.00
			Establish online offsite back-up infrastructure	New		0	0	0	0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			Develop Master Systems Plan	New	GSDM (Soliciting funding)	0	0	0	0
			Audit infrastructure and system	New	GSDM	0	0	0	0
			Maintenance of Website	Ongoing		R?	R0	R0	R0
			Upgrade and maintain network	Ongoing		R0	R0	R0	R0
			Software Rentals and Licensing	Ongoing		R3,186,660.00	R1,000,000.00	R1,062,000.00	R1,124,260.00
			IT disaster recovery	Ongoing		0	0	0	0
			ICT Shared Services	Ongoing	GSDM (Soliciting funding)	0	0	0	0
KNOWLEDGE MANAGEMENT									
Municipal Transformation and Organisational Development	Institutional Capacity and Efficient Financial Management	To position the district as the hub of innovation	Conduct exit interviews for Senior Management	Ongoing	GSDM	0	0	0	0
			Communities of practices and interest	Ongoing		0	0	0	0
			Round tables	Ongoing		R500,000.00 New vote	R0	R200,000.00	R300,000.00
			Develop Database of Research Studies	Ongoing		R0	R0	R0	R0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTI NG AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			Develop Database of Know How, Know What and Know Who	New	GSDM in-house	R0	R0	R0	R0
Inter Governmental Relations (IGR)									
Good Governance and public participation	Co-ordination of governance structures and intergovernmental relations	To ensure coordinated provision of services	Develop and implement schedule of activities		GSDM	R796,660.00 Vote no. 261020	R250,000.00	R265,500.00	R281,160.00

DEPARTMENT: COMMUNITY SERVICE

CORE FUNCTIONS

- Environmental Health Services
- Fire Fighting and Disaster Management
- Sport, Arts and Culture
- Social Development Programmes
- Safety and Security Programmes

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Basic Service Delivery	Air Quality Management	To monitor and control air quality within the district.	Air Quality Monitoring and weather station	Ongoing	GSDM	R3,186,660.00 Vote no. 261063	R1,000,000.00	R1,062,000.00	R1,124,660.00
	Hlogotlou Community Waste Disposal Centre	To maintain Cleaner, safer and sustainable environment.	Waste management	Ongoing	GSDM	R4,000,000.00	R2,000,000.00	R1,000,000.00	R1,000,000.00
	Food safety and control	To monitor and investigate food safety activities.	Food safety and control	Ongoing	GSDM	0	0	0	0
	Chemical Safety Management	To monitor and evaluate chemical management and control	Chemical safety management	Ongoing	GSDM	0	0	0	0
	Development of a regional nursery (new)	To ensure that Sekhukhune becomes Green and safe from corrosion	Talafatsa ga- Sekhukhune	Ongoing	GSDM	R0	0	0	0
	Cemetery Upgrading and erection of new sites	To make sure that the environment is protected, safe and sustainable for the future.	Cemetery upgrading and erection of new sites	Ongoing	GSDM	R0	R0	R0	R500,000.00
	HIV and AIDS	To create awareness to GSDM population in various ways.	HIV and AIDS Awareness	Ongoing	GSDM	R1,593,330.00 Vote no. 260123	R500,000.00	R531,000.00	R562,330.00

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	District Health Council Activities	Implement the district Health Plan.	DHC Activities	Ongoing	GSDM	See HIV/AIDS Vote no. 260123	R0	R0	R0
	Groblersdal Landfill Site	To make sure that the landfill site operate according to permit requirements,	Groblersdal Landfill site	Ongoing	GSDM	R3,000,000.00	R3,000,000.00	0	0
	Integrated Waste Management plan (Jane Furse)	To make sure that the land fill continues to operate accordingly.	Jane Furse Land fill site operation	Operation	GSDM	R2,000,000.00 New vote	R1,200,000.00	R800,000.00	0
	Awareness on MHS Programmes	To ensure that the mandatory function its effectively implemented	Awareness on MHS Programmes	Ongoing	GSDM	R0	R0	R0	R0
	Provision of MHS equipments	To ensure that mandatory function is effectively implemented	Provision of MHS equipments	Ongoing	GSDM	R0	R0	R0	R0
	Executive Mayor's 21.1km half marathon	To increase mass participation in road running in order to develop elite athletes	Executive Mayor's 21.1km half marathon	Ongoing	GSDM	R0	R0	R0	R0
	Executive Mayor's Cup	To increase mass participation through Executive Mayor's Cup for Senior leagues of the District Federations	Executive Mayor's Cup	Ongoing	GSDM	R0	R0	R0	R0
	Support to	To establish new federations and assist	Support to	Ongoing	GSDM	0	0	0	0

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	federations	the existing ones.	federations						
	Capacity building in sports	To create sustainable programmes for further quality development	Capacity building in Sports	Ongoing	GSDM	0	0	0	0
	Miss Teen / Miss Sekhukhune	To create opportunities for young girls to discover latent selfworth	Miss Teen / Miss Sekhukhune	Ongoing	GSDM	0	0	0	0
	Promotion of Arts and Culture	To promote mother tongue languages	Mother Tongue Promotion	Ongoing	GSDM	R159,330.00 Vote no. 260642	R50,000.00	R53,100.00	R56,230.00
		To promote emerging designers and crafters	Designers and Crafters	Ongoing	GSDM	R159,330.00 Vote no. 260642	R50,000.00	R53,100.00	R56,230.00
	Promotion of Local Artists	To increase mass participation in local artists	Promotion of Local Artists	Ongoing	GSDM	0	0	0	0
	Capacity building Arts and Culture	To create sustainable programmes for further quality developments	Capacity building in Arts and Culture	Ongoing	GSDM	0	0	0	0
	Maintenance of fire equipments	To provide maintenance of equipments.	Maintenance of fire equipments	Ongoing	GSDM	R478,000.00	R150,000.00	R159,300.00	R168,700.00
	Emergency	To protect life and	Emergency	Ongoing	GSDM	0	0	0	0

KPA	PROGRAMME	OBJECTIVES	PROJECT	STATUS	IMPLE MENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	Vehicles	property	Vehicles						
	Protective clothing	To protect staff against hazardous substances	Protective Clothing	Ongoing	GSDM	R1,640,300.00 Vote no. 200160	R500,000.00	R543,000.00	R597,300.00
	Arrange 4 Arrive Alive Campaigns in the district	To promote road safety	Arrange 4 Arrive Alive campaigns in the district	Ongoing	GSDM	0	0	0	0
	Provision of Disaster Relief Material	To provide disaster relief material	Disaster Relief	Ongoing	GSDM	0	0	0	0
	Training Academy	To provide training material for Sekhukhune district emergency academy	Training Academy	Ongoing	GSDM	0	0	0	0
	Fire Fighting Equipments and Chemicals	To provide fire fighting equipments, chemicals and agents for all fire stations	Procure equipments and chemicals	Ongoing	GSDM	R318,660.00 Vote no. 260740	R100,000.00	R106,200.00	R112,460.00
	Conduct awareness campaign	To educate communities and schools about disaster management	Awareness Campaigns	Ongoing	GSDM	0	0	0	0

DEPARTMENT: HUMAN RESOURCES

CORE FUNCTIONS

- Human Resource Management
- Skills Development
- Occupational Health Safety

KPA	PROGRAM ME	OBJECTIVE	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
SKILLS DEVELOPMENT									
Municipal Transformation and Organisational Development	Skills Developmen t	Provision of study assistance to communities	External bursaries	Ongoing	GSDM	R3,186,660.00 Vote no. 260310	R1,000,000.00	R1,062,000.00	R1,124,660.00
		To have employees who are able to contribute to the overall IDP targets	Staff bursaries	Ongoing	GSDM	R796,660.00 Vote no. 260030	R250,000.00	R265,500.00	R281,160.00
		To assist employees to handle their job demands effectively	WSP Implementation	Ongoing	GSDM	R2,549,330.00 Vote no. 240201	R800,000.00	R849,600.00	R899,730.00
		To provide learners who completed their studies with experience	Internship programme	Ongoing	GSDM	0	0	0	0
		To assist learners to complete their work place experience	Experiential learning	Ongoing	GSDM	R637,330.00 Vote no. 260133	R200,000.00	R212,400.00	R224,930.00
		To assist employees to acquire recognised qualification on experience gained in the workplace	Recognition of prior learning and ABET	Ongoing	GSDM	0	0	0	0
EMPLOYEE WELLNESS AND ASSISTANCE									
Development of Institutional Capacity		To ensure employee wellness. Rehabilitation of employees experiencing problems	Employee Assistance Programme	New project	GSDM	R796,660.00	R250,000.00	R265,500.00	R281,160.00
HR									
Municipal transformation and Organisational	Human Resource Management	To attract and retain high quality and committed staff	Recruitment and Selection	Ongoing	GSDM	R191,200.00	R50,000.00(reloc ation) vote no. 260290 R10,000.00 (interview costs) Vote no. 260140		

KPA	PROGRAM ME	OBJECTIVE	PROJECT	STATUS	IMPLEME NTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Development		To promote equal opportunity, diversity and fair employment	Employment Equity	Ongoing	GSDM	0	0	0	0
		Effective and efficient management of workplace hazards. Preventing and remedy hazards	Occupational Health and safety	Ongoing	GSDM	R796,660.00 Vote no. 235030	R250,000.00	R265,500.00	R281,160.00
		To ensure that all Organisational policies are in line with national standard	Systems, Policy Development and Review	Ongoing	GSDM	R0	R0	R0	R0
LABOUR RELATIONS									
Good governance and participation	Labour Relations	To promote and maintain labour peace. Labour relations	To ensure and maintain workplace discipline	Ongoing	GSDM	0	0	0	0
ORGANISATIONAL DEVELOPMENT									
Municipal transformation and Organisational Development	Organisation al Development	To develop and improve business processes effectively and efficiently	Work process improvement	New project	GSDM	0	0	0	0
		To determine appropriate salary levels for the all jobs in the reviewed organisational structure	Job Evaluation	Ongoing	GSDM	0	0	0	0
		To develop appropriate job profile for all newly created jobs	Job Descriptions	Ongoing	GSDM	0	0	0	0
		To implement change management programme	Change Management	New project	GSDM	0	0	0	0

DEPARTMENT: EXECUTIVE MAYOR'S OFFICE

CORE FUNCTIONS

- Special Programmes
- Community engagement and Public Participation
- Mayoral Support
- Coordination of Council Structures and strengthening of IGR
- Facilitation of community outreaches and stakeholder relations initiatives
- Coordination of strategic events and publicity drives
- Media liaison
- Advertising and exhibitions
- Production of promotional information product
- Internal communications initiatives

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13				
Good Governance and Public Participation	YOUTH PROGRAMME												
	Youth Development and Youth Advisory Centre's	To integrate youth in the socio-economic development mainstream	Capacity building and induction workshop for all Six Youth Councils	New	GSDM	R5,417,320.00 Vote no. 260650	R1,700,000.00	R1,805,400.00	R1,911,920.00				
		To create awareness and provide information to youth on key societal issues	Annual District Career Exhibition	New									
			Youth Month Camp and Junior Council	Ongoing									
			Establishment of Youth Unit	New									
			10 000 signatures campaign and march for youth against drugs, dagga, alcohol and substance abuse	New									
		Support YAC's at minimum staff levels	Ongoing	GSDM & NYDA									
	CHILDREN												
	Children Development and Advocacy	To provide support and advocacy on children rights and their welfare program	District Children's day celebration	Ongoing	GSDM					0	0	0	0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
		To maximize support linkages for children's programs	Linking partnerships for adopting children centers	Ongoing					
	AGED								
	Aged Advocacy and care Program	To provide support and advocacy for the elderly residents of the District	Mandela Day Celebration	New	GSDM	R637,330.00 Vote no. 260655	R200,000.00	R212,400.00	R224,930.00
	DISABLED PERSON								
	Support and Advocacy to disabled persons	To implement GSDM integrated disability strategy	Deaf awareness Campaign	New	GSDM	R637,330.00 Vote no. 260620	R200,000.00	R212,400.00	R224,930.00
			Eye care awareness	New					
			Disability day celebration	New					
	WOMEN AND GENDER								
	Support and Advocacy to women and gender	To provide support and advocacy on women and gender development programmes	Women's day celebration	Ongoing	GSDM	R956,000.00 Vote no. 260653	R300,000.00	R318,600.00	R337,400.00
			16 days of activism against violence campaign	Ongoing					
			Awareness for program on access to Justice to women	New					

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENT ING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	TRADITIONAL LEADERSHIP								
	Support for Traditional leaders	To strengthen partnerships with Magoshi as custodians of traditional leadership	Implement the standard support model	New	GSDM, Premier's office and Service Provider/s	R414,270.00 Vote no. 240104	R130,000.00	R380,060.00	R146,200.00
			Capacity building workshop on the interface between Local Government and Traditional leadership	Ongoing					
	WARD COMMITTEES								
	Support Ward Committees	Provide support and ongoing assessment programmes to ward committees	Capacity building workshop to all 1160 ward committee members	New	GSDM and Service provider	0	0	0	0
			Stipends and material support	Ongoing					
	GEOGRAPHIC NAMES CHANGE								
	Geographic Names Change	To support local municipalities and communities to meaningfully engage with the process	Support to Geographic names committees	Ongoing	GSDM and the Provincial Geographic names committee	0	0	0	0
			Visit Municipalities with good achievements for horizontal	New					

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
			learning						
	HIV / AIDS								
	HIV / AIDS Awareness	Develop and coordinate the implementation of an integrated HIV / AIDS Management Strategy	Capacity building to local and district AIDS Councils	New	GSDM, Dept. Of Health/ Service provider	0	0	0	0
			Explore partnerships for enhanced engagement with HIV programmes for Councils	New					
			District World AIDS day event	Ongoing					
			Condom and STI Week celebration	Ongoing					
	MAYORAL RELIEF								
	Mayoral Relief program	To ensure support to needy families, structures and communities in times of distress	Standardization of interventions	Ongoing	GSDM	R637,330.00 Vote no. 260190	R200,000.00	R212,400.00	R224,930.00
	CIVIC COURTESY								
	Civic Courtesy	To successfully host Mayoral Guests and dignitaries	Guests and dignitaries hosted as and when they arrive	Ongoing	GSDM	R318,660.00 Vote no. 260460	R100,000.00	R106,200.00	R112,660.00

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	MAYORAL OUTREACH								
	Mayoral outreach	To promote issue based engagements with communities	By-monthly visits to flash point areas	New	GSDM	R3,823,990.00 Vote no. 260880	R1,200,000.00	R1,274,400.00	R1,349,590.00
	NEWSLETTERS								
	Production of newsletters (Internal, External and Special)	To ensure improved communication with the internal, external stakeholders – on specific programmes	Newsletters	Ongoing	GSDM	R3,823,990.00 Vote no. 240102	R1,200,000.00	R1,274,400.00	R1,349,590.00
	PUBLICITY								
	Enhancement of publicity	To promote visibility of Municipal service delivery programmes	Publicity	Ongoing	GSDM	R1,593,330.00 Vote no. 260270	R500,000.00	R531,000.00	R562,330.00
	MEDIA RELATIONS & SUPPORT								
	Media Relations	To strengthen relations with the media	Media Relations	Ongoing	GSDM	R478,000.00 Vote no. 260127	R150,000.00	R159,300.00	R168,700.00
	Support to community media	To foster mutual relationship with media houses through sustained strategic support	Support to community media	Ongoing	GSDM	R478,000.00 Vote no. 240124	R150,000.00	R159,300.00	R168,700.00
	IZIMBIZO								

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
	Community Outreach/izimbizo	Structured engagement with communities on service delivery issues	Community Outreach/izimbizo	Ongoing	GSDM	R3,823,990.00 Vote no. 260880	R1,200,000.00	R1,274,400.00	R1,349,590.00
HERITAGE CELEBRATIONS									
	Heritage Celebrations	To stage and support all declared heritage celebrations	Heritage Celebration	Ongoing	GSDM	R2,549,330.00 Vote no. 240103	R800,000.00	R849,600.00	R889,730.00
SODA									
	SODA presentation	To ensure successful delivery of SODA	SODA	Ongoing	GSDM	R478,000.00 Note no. 240107	R150,000.00	R159,300.00	R168,700.00
MARKETING									
	Marketing	To market and profile the economic potential of the District	Marketing	Ongoing	GSDM	R637,330.00 Vote no. 240408	R200,000.00	R212,400.00	R224,930.00
INTER GOVERNMENTAL RELATIONS									
	IGR	To foster effective and coherent government communications	IGR	Ongoing	GSDM	R63,740.00 Vote no. 261020	R20,000.00	R21,240.00	R22,500.00
INTERNATIONAL RELATIONS									
	International Relations	To ensure effective relations with organs of state	International Relations	Ongoing	GSDM	R1,274,660.00 Vote no. 261020	R400,000.00	R424,800.00	R449,860.00

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENT ING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
		in other countries							

DEPARTMENT: FINANCE

CORE FUNCTIONS

- Long term Financial planning
- Financial Management of the District
- Preparation of Realistic and Strategic Budgets
- Ensure Sustainable Revenue Collections and Expenditure Controls
- Asset Management

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMEN TING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Financial Viability	Asset Management	To ensure proper recording and safe guarding of assets.	Asset Management System.	New	GSDM	0	0	0	0
			PPE Tracking devices.	New		0	0	0	0
			Office space Acquisition.	Ongoing		0	0	0	0
	Revenue Management	To enhance revenue collection	Installation of water flow restrictor.	New	GSDM	0	0	0	0
			Establishment of additional pay points.	Ongoing		0	0	0	0
			Upgrading of indigent register.	New		0	0	0	0
	Stores Management	To ensure that council stock is adequately accounted for, properly recoded and safe guarded.	Installation telemetric system.	New	GSDM	0	0	0	0
	Expenditure Management	To ensure effective and effective financial management.	Capacity building in internal controls.	New	GSDM	0	0	0	0
LED	Supply Chain Management	To ensure efficient, effective economical SCM.	Capacity building of SMMEs.	New	GSDM	0	0	0	0

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Governance	Budget	To ensure preparation of realistic budget.	Preparation of annual budget.	Ongoing	GSDM	R637,330.00 new vote	R200,000.00	R212,400.00	R224,930.00
	Intergovernmental Relations	To ensure sound intergovernmental financial management and viability.	Installation of financial system.	Ongoing	GSDM	R159,330.00 Vote no. 260259	R50,000.00	R53,100.00	R56,230.00

DEPARTMENT: MUNICIPAL MANAGER'S OFFICE

CORE FUNCTIONS

- Risk Management
- Risk Financing
- Physical Risk Survey
- Insurance claims management and administration
- Security Operations Management
- Business Continuity Management
- Risk Assessment

UNIT: RISK MANAGEMENT									
KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Good Governance and Public Participation	Risk	To conduct strategic, operational, projects and contracts assessments.	Annual strategic assessment workshop.		GSDM	R796,660.00 Vote no. 260129	R250,000.00	R265,500.00	R281,160.00
		To safeguard GSDM's assets, employees and visitors.	Appointment of a physical security service provider.		GSDM	R15,933,300.00 Vote no. 260300	R5,000,000.00	R5,310,000.00	R5,623,300.00
		To safeguard the assets of GSDM through alternative risk transfer technique.	Appointment of insurance broking service provider.		GSDM	R7,647,980.00 Vote no. 260130	R2,350,000.00	R2,548,800.00	R2,699,180.00
		To ensure accountability in terms of recouping the losses incurred by GSDM through indemnity and subrogation processes.	Develop GSDM specific Insurance Claims Manual.		GSDM	0	0	0	0
		To raise risk management awareness amongst GSDM staff through training.	Implementing the Risk Management Framework.		GSDM	R637,330.00 Vote no. 260129	R200,000.00	R212,400.00	R224,930.00

KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
		To report risk issues to the Risk Management Committee	Re-establish the Risk Management Committee		GSDM	0	0	0	0
		To standardize and unify the Risk Management process and practice by ensuring good governance and compliance to related legislation.	Develop, implement and review framework, policies, procedures, system and processes		GSDM	0	0	0	0
		To secure the sustainability of GSDM and ensure that it is a going concern.	Develop the Business Continuity Management Plan and the IT Disaster Recovery Plan.		GSDM	0	0	0	0
		To provide a platform for discussion of issues of mutual interest and sharing of knowledge	Establish the district's Risk Management forum.		GSDM	0	0	0	0
		To enhance the Risk Management unit staff's risk management skills.	Send the Risk Management unit staff on formal and informal training courses.		GSDM	0	0	0	0

UNIT: INTERNAL AUDIT									
KPA	PROGRAMME	OBJECTIVE	PROJECT	STATUS	IMPLEMENTING AGENT	TOTAL BUDGET	2010/11	2011/12	2012/13
Good Governance and Public participation	Risk based, IT, financial and performance audits	To provide independent, objective assurance and consulting services	Internal audits as per the Annual Internal audit project plan.	New	GSDM	R1,593,330.00 Vote no. 260385	R500,000.00	R531,000.00	R562,330.00
		To evaluate and improve the effectiveness of risk management, control and governance processes.							
	Policies and procedures	To ensure uniform implementation of internal audit processes.	Review the Internal Audit methodology, and audit Charters.	Ongoing	GSDM	0	0	0	0
	Municipal Support	To provide support to Local Municipalities.	Assist Local Municipalities in strengthening capacity on Internal Audit issues.	Ongoing	GSDM	0	0	0	0
	Reporting	To ensure proper Good Governance.	Provide monthly, quarterly and annual internal audit reports to the Audit Committee.	Ongoing	GSDM	0	0	0	0

	IGR	Interact with all spheres of government.	Attend district, provincial and national internal Auditors forum meetings.	Ongoing	Various	R31,870.00 Vote no. 260259	R10,000.00	R10,620.00	R11,250.00
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DEPARTMENT: TECHNICAL SERVICES

CORE FUNCTIONS

- Provisioning and Maintenance of Water and Sanitation
- Provisioning and Maintenance energy
- Provisioning and Maintenance of Roads, Storm Water and Transport
- Social facilitation of capital projects
- Project management

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Ephraim Mogale	Moutse (Rathoke, Matlala-Ramoshebo & Uitvlugte)	New	R 10 400 000	R 10 400 000		
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Elias Motsoaledi	Roosenkal WWTW upgrade (double)	New	R 10 000 000			R 10 000 000
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Morgenzon Water Supply	New	R 2 000 000	R 2 000 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Moteti A , B & C (Zoetmelksfontein) Water Reticulation & Cost recovery	New	R 13 000 000		R 13 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Roosenekal Water Network Refurbishment	New	R 1 500 000			R 1 500 000
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Roosenekal WTW Upgrade (double)	New	R 2 500 000			R 2 500 000
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Sterkfontein 10 MI Res	New	R 18 000 000			R 18 000 000

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Sterkfontein-Luckau phase 6	new	R 6 500 000	R 6 500 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Tafelkop reticulation	new	R 10 000 000	R 5 000 000	R 5 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Elias Motsoaledi	Village Reticulations (Dindela, Rondebosch, Holnek, Kosini, Sehlakwane, Elandslaagte, A Re Aganeng, Jeije, Khathazweni& Mathula)	New	R 25 921 740		R 25 921 740	
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Elias Motsoaledi	Roosenekal Sewer reticulations Upgrade	New	R 5 000 000			R 5 000 000
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	EM/MH	Moutse Bulk Water Supply & Cost Recovery	Ongoing	R 1 500 000	R 1 500 000		
Roads	MIG and District Infrastructure Development Programme	To provide improved mobility and accessibility	Roads	Fetakgomo	Lerejane Tswereng Phase 2 (Lerejane Mohlaletsi)	New	R 35 700 000	R 20 700 000	R 15 000 000	

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To provide improved mobility and accessibility	Roads	Fetakgomo	Pelangwe to Ga-Maisela Road : Phase 02	Ongoing	R 10 000 000	R 10 000 000		
	MIG and District Infrastructure Development Programme	To provide improved mobility and accessibility	Roads	Fetakgomo	Upgrading of Ga Oria to Tshate Road	Ongoing	R 45 000 000			R 45 000 000
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Fetakgomo	Apel Sanitation	Ongoing	R 1 100 000	R 1 100 000		
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Fetakgomo	Apel Sewer WWTW	New	R 16 000 000			R 16 000 000
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Fetakgomo	Ga Nkoana Sanitation	New	R 3 500 000	R 3 500 000		
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	Fetakgomo	Nkadimeng BWS	Ongoing	R 54 500 000	R 25 500 000	R 29 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Fetakgomo	Ga-Nkwana Housing Scheme BWS & reticulation	New	R 11 000 000	R 1 000 000	R 10 000 000	

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Makhudutha maga	Jane Furse Septic Tank SAPS Reticulation	New	R 1 200 000	R 1 200 000		
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Makhudutha maga	Jane Furse Sewer Ponds (Refurbishment Project)	New	R 3 500 000			R 3 500 000
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Makhudutha maga	Ramphelane Sanitation	New	R 500 000	R 500 000		
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Carbonites to Zaaiplaas	Ongoing	R 49 240 000	R 49 240 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Connector pipe to A Re Aganeng	New	R 1 793 220		R 220 000	R 1 573 220
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Connector pipe to Dintela	New	R 753 152		R 100 000	R 653 152
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Connector pipe to Kotupu	New	R 1 434 576		R 200 000	R 1 234 576

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Connector pipe to Sehlakwane	New	R 753 152		R 100 000	R 653 152
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	De Hoop Water Treatment Works Ph1B (Steel Bridge)	Ongoing	R 59 000 000	R 30 000 000	R 29 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Diphagane Command Res & Connector pipe (Ph.1B)	New	R 1 428 761		R 200 000	R 1 228 761
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ga Malaka Water Supply	New	R 2 700 000	R 2 700 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ga-maphopha Command Res & connector pipe (Ph. 1A)	New	R 6 772 568		R 1 000 000	R 5 772 568
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ga-Marishane/Phaahl a Command Res Connector pipe from Lobethal(Ph.1B)	New	R 28 801 253		R 2 000 000	R 26 801 253
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ga-Mashabela Command Res & Connector pipe (Ph.1B)	New	R 1 728 761		R 250 000	R 1 478 761

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ga-Mogashoa BWS, retic & cost recovery (Ph. 1B)	New	R 6 723 199		R 600 000	R 6 123 199
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Jane Furse 10ML Command Reservoir (Ph1C)	Ongoing	R 16 500 000	R 2 500 000	R 14 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Jane Furse Marulaneng (Schoonoord-Marulaneng)	Ongoing	R 25 000 000		R 25 000 000	R 0
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Jane Furse to Monsterlus BWS	New	R 58 500 000			R 58 500 000
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Jane Furse Water Supply and Cost Recovery	Ongoing	R 4 500 000		R 4 500 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Lobethal to Apel Cross BWS	New	R 50 000 000			R 50 000 000
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Makgeru/RatauB WS, retic & cost recovery (Ph. 1B)	New	R 7 320 317		R 650 000	R 6 670 317

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Mogaung	New	R 1 710 182		R 220 000	R 1 490 182
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Mohwelere Command Res & Connector pipe (Ph.1B)	New	R 1 328 761		R 200 000	R 1 128 761
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Molebedi Command Res & Connector pipe (Ph.1B)	New	R 1 626 761		R 250 000	R 1 376 761
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Nebo Plateau Bulk Water Supply - Jane Furse to Lobethal	Ongoing	R 23 000 000	R 3 000 000	R 20 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Nebo Plateau Sub-Project 1A-PL to Jane Furse	Ongoing	R 36 620 000	R 36 620 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Olifantspoort South Regional Water Supply Scheme - Phase 6	Ongoing	R 90 518 405	R 25 518 405	R 45 000 000	R 20 000 000
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ramogwerane	New	R 3 546 787		R 400 000	R 3 146 787

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Ratau-Schoonoord Connector pipe(Ph. 1A)	New	R 8 724 754		R 800 000	R 7 924 754
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Schoonoord Command Res (Ph. 1A)	New	R 11 287 613		R 1 000 000	R 10 287 613
	MIG and District Infrastructure Development Programme	To supply water	Water	Makhudutha maga	Sekwati Water Supply	Ongoing	R 22 000 000	R 7 000 000	R 15 000 000	
Sanitation	MIG and District Infrastructure Development Programme	To supply water	Sanitation	Ephraim Mogale	Ditchoueng Sanitation	Ongoing	R 1 400 000	R 1 400 000		
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	Ephraim Mogale	Cost Recovery (WDM Project) Flag-Boshielo Scheme	New	R 20 000 000		R 5 625 631	R 14 374 369
Sanitation	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Sekhukhune	Sanitation Benifitiary investigation	New	R 173 700 000	R 700 000	R 73 000 000	R 100 000 000
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Tubatse	Batau & Ga Manoke Sanitation	New	R 650 000	R 650 000		

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Tubatse	Burgersfort WWTW 7MI (new Plant)	Ongoing	R 55 000 000		R 30 000 000	R 25 000 000
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Tubatse	Dithabaneng VIP Sanitation	New	R 500 000	R 500 000		
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Tubatse	Mahlashi, Makosaneng and Motokomane	New	R 8 800 000	R 8 800 000		
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Tubatse	Phasha Mampuru Sanitation	New	R 500 000	R 500 000		
	MIG and District Infrastructure Development Programme	To supply sanitation to basic level of service	Sanitation	Tubatse	Steelpoort Waste Water Treatment Works : 2Ml	Ongoing	R 32 000 000		R 2 000 000	R 30 000 000
Water Infrastructure	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Batau Water Supply	New	R 9 768 395		R 800 000	R 8 968 395
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Bothashoek Command Resv (0.5MI/day)	New	R 2 821 903		R 650 000	R 2 171 903

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Bothashoek Water Supply	New	R 9 840 239		R 800 000	R 9 040 239
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Dithabaneng Water Supply	New	R 6 866 829		R 800 000	R 6 066 829
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Ga-Maeseng & Mandela Water Supply	New	R 500 000		R 500 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Lebalelo South Phase 1 : Regional WTW	Ongoing	R 81 650 000	R 33 650 000	R 20 000 000	R 28 000 000
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Mabotsha Water Supply	Ongoing	R 3 600 000	R 3 600 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Makgemeng Water Supply	New	R 650 000		R 650 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Mokobola Water Supply	Ongoing	R 4 078 980	R 4 078 980		

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Mooihoek Tubatse Bulk Water Supply Phase 02	Ongoing	R 87 000 000	R 57 000 000	R 30 000 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Motlailane Water Supply	Ongoing	R 1 200 000	R 1 200 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Motshana Water Supply	Ongoing	R 2 630 000	R 2 630 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Origstad water supply	New	R 4 195 023			R 4 195 023
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Pipeline from road turnoff @driekop to Mooihoek Resv	New	R 800 000		R 800 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Pipeline from road turnoff B to Resvs SB (Mafolopark - Motwaneng)	New	R 2 628 705		R 2 628 705	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Praktiseer Water Supply	New	R 11 484 514		R 11 484 514	R 0

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Pumps at PS1 to SB	New	R 2 628 705		R 2 628 705	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Reservoir SB (0.8ML/day) (Montwaneng)	New	R 2 628 705		R 2 628 705	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Riba Cross Water Supply	New	R 800 000		R 800 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Taung reticulation	New	R 500 000	R 500 000		
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Tokakgomo A & Tokakgomo Ext	New	R 4 779 425		R 500 000	R 4 279 425
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Village Reticulations (Montwaneng, Motlolo, Maroga, Maroga Ext, Ga-Mapea & Ga-Selala)	New	R 800 000		R 800 000	
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Village Reticulations (Mooihoek, Mashibishane, Sehlaku & Balotsaneng)	New	R 800 000		R 800 000	

KPA	PROGRAMME	OBJECTIVE	CAT	LOCAL MUN	PROJECTS	STATUS	TOTAL BUDGET	BUDGET 10/11	BUDGET 11/12	BUDGET 12/13
	MIG and District Infrastructure Development Programme	To supply water	Water	Tubatse	Tsakane, Phasha Mampuru & Lontil Water Supply	New	R 15 000 000			R 15 000 000

9.2. PROVINCIAL DEPARTMENTS

9.2.1. ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

NO	PROJECT NAME	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECTS DESCRIPTION	IMPLEMENTING AGENT	OVERALL BUDGET	PLANNING AND DESIGN	IMPLEMENTATION PERIOD AND BUDGET					
									BUDGET	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
1	Market Stalls	Vhembe & Sekhukhune	Thulamela & Fetakgomo	Thohoyandou and Atok	Construction of movable market stalls	Department of Public Works		2009/2010		R3.4m				
2	Market Stalls	Sekhukhune	Makhuduthamaga	Jane Furse	Construction of movable market stalls	Department of Public Works		2011/2013				R1.9m		

9.2.2. AGRICULTURE

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DG ET	2010/ 2011	2011/2 012	2012/2 013	2013/2 014	2014/2 015	LATITUDE SOUTH	LONGITUD E EAST
1	Mooiplaas	GSDM	Fetakgomo	Mooiplaas Farm	Irrigation	LDA	R26,400.00	2010/11		R24,000.00	R2,400.00				24.4352	29.7335
5	Strydkraal	GSDM	Fetakgomo	Strydkraal farm	Irrigation	LDA	R14,300.00	2010/11		R13,000.00	R1,300.00				24.4676	29.7096
11	Roedewaal	GSDM	Ephraim Mogale	Roedewaal Farm	Irrigation	LDA	R3,300.00	2010/11		3,000.00	R300.00					
12	Tompi Selek	GSDM	Ephraim Mogale	Tompi Selek Farm	Irrigation	LDA	R3,300.00	2010/11		R3000.00	R300.00					
15	Krokodilheuwel	GSDM	Makhuduth amaga	Krokodilheuwel	Irrigation	LDA	R450.00	2010/11		R450.00					24.6864	29.4559
16	Mogalatsane	GSDM	Ephraim Mogale	Mogalatsane Farm	Irrigation	LDA	R450.00	2010/11		R450.00					24.7292	29.42
17	Phetwane	GSDM	Ephraim Mogale	Phetwane Farm	Irrigation	LDA	R450.00	2010/11		R450.00					24.7572	29.4317
18	Setlaboswane	GSDM	Makhuduth amaga	Setlaboswane Farm	Irrigation	LDA	R450.00	2010/11		R450.00					24.6699	29.4671
19	Sterkspruit	GSDM	Tiubatse	Sterkspruit Farm	Irrigation	LDA	R52,800.00	2011/12			R48,000.00	R4,800.00			24.5282	30.7022
21	Hereford	GSDM	Elias Motsoaledi	Hereford Farm	Irrigation	LDA	R24,310.00	2011/12			R22,100.00	R2,210.00				
23	Van Der Merweskraal	GSDM	Ephraim Mogale	Van Der Merweskraal Farm	Irrigation	LDA	R26,400.00	2012/13				R24,000.00	R2,400.00			
40	Gaataan	GSDM	Makhuduth amaga	Gaataan Farm	Irrigation	LDA	R24,200.00	2013/14					R22,000.00	R2,200.00	24.61129	29.48857
43	Goedverw	GSDM	Makhuduth	Goedverwach	Irrigation	LDA	R14,52	2013					R13,20	R1,320		

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DG ET	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	LATITUDE SOUTH	LONGITUD E EAST
	acht		amaga	t Farm			0.00	/14					0.00	.00		
44	Platklip	GSDM	Makhuduth amaga	Platklip Farm	Irrigation	LDA	13,024 .00	2013 /14					R11,84 0.00	R1,184 .00		
46	Boschkloof	GSDM	Tubatse	Boschkloof Farm	Irrigation	LDA	R10,11 7.59	2013 /14					R9,198 .59	R919,0 0	24.8102	30.0976
52	De Paarl	GSDM	Makhuduth amaga	De Paarl Farm	Irrigation	LDA	R25,00 0.00	2014 /15						R25,00 0.00	24.5908	29.5056
55	Elandsdooring	GSDM	Ephraim Mogale	Elandsdooring Farm	Irrigation	LDA		2014 /15								
56	Elandskraal	GSDM	Ephraim Mogale		Irrigation	LDA		2014 /15							24.73321	29.41129
57	Flag Boshielo Bulk Infrastructure	GSDM	Makhuduth amaga	Flag Boshielo Bulk Infrastructure	Irrigation	LDA		2014 /15							24°40'11.6 4"	29°28'1.56"
62	Praktiseer	GSDM	Tubatse	Praktiseer Farm	Irrigation	LDA		2014 /15								
63	Steelpoort drifts	GSDM	Tubatse	Steelpoortdrift s Farm	Irrigation	LDA		2014 /15							24.8891	30.0102
	Alternative Energy	All	All		Energy Supply	LDA	R2,000 .00	2010 /11		R2,00 0.00						
72	Krokodilheuwel	GSDM	Makhuduth amaga	Krokodilheuwel	Dam Safety	LDA	R2,200 .00	2011 /12			R2,000 .00	R200.0 0				
107	Tompi Seleka Agricultural College	GSDM	Ephraim Mogale	Arabi Farm	Renovation work to existing structures (phase 2)	LDA	R35,00 0.00	2009 /10		R10,0 00,00 0.00	R15,00 0,000. 00	R10,00 0,000. 00				
154	Nchabele	GSDM	Fetakgomo	Ga-		LDA	R1,000	2009		R1,00						

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DG ET	2010/ 2011	2011/2 012	2012/2 013	2013/2 014	2014/2 015	LATITUDE SOUTH	LONGITUD E EAST
	ng Poultry Project			Nchabeleng Village			.00	/10		0,000. 00						
155	Makhudut hamaga Tomato	GSDM	Makhuduth amaga			LDA	R2,537 ,537.5 0	2009 /10		R2,53 7,537. 50						
156	Bodidi	GSDM	Tubatse	Frischgewagd 359 KT		LDA	R4,400 .000.0 0	2009 /10		R4,40 0,000. 00						
157	TAAMF CPA (336 KT Grootbo m Farm)	GSDM	Tubatse	Grootboom 336KT		LDA	R4,400 ,000.0 0	2009 /10		R4,40 0,000. 00						
158	Itireleng Disabled Communa l Property Associatio n	GSDM	Ephraim Mogale			LDA	R650,0 00.00	2009 /10		R650, 000.0 0						
159	Matabane (8) Farmers	GSDM	Elias Motsoaledi	Laersdrift, Roossenekal, Uitkyk		LDA	R2,000 ,000.0 0	2009 /10		R2,00 0,000. 00						
160	Fetakgom o Tomato Growers (Kopano and Garagopol a)	GSDM	Fetakgomo	Ga-Nkoana		LDA	R2,000 ,000.0 0	2009 /10		R2,00 0,000. 00						
161	KwaMaqh uze	GSDM	Elias Motsoaledi	Kaffersskraal 181 JS Prt 1		LDA	R874,6 25.00	2009 /10		R874, 625.0						

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DG ET	2010/ 2011	2011/2 012	2012/2 013	2013/2 014	2014/2 015	LATITUDE SOUTH	LONGITUD E EAST
	Communit y Restitutio n Project									0						
162	Moganyak a Table	GSDM	Ephraim Mogale	Brakfontein 752 JS		LDA	R600,0 00.00	2009 /10		R600, 000.0 0						
163	Phaswane Youth	GSDM	Elias Motsoaledi			LDA	R600,0 00.00	2009 /10		R600, 000.0 0						
164	Sekhukhu ne SI	GSDM	Tubatse	Maandagsho ek 254 KT		LDA	R1,200 ,000.0 0	2009 /10		R1,20 0,000. 00						
165	Thulani Dairy Project	GSDM	Elias Motsoaledi			LDA	R800,0 00.00	2009 /10		R800, 000.0 0						
166	Poultry Projects	GSDM	*			LDA	16,200 ,000.0 0	2010 /11			R5,000 ,000.0 0	R5,500 ,000.0 0	R5,700 ,000.0 0			
167	Irrigation Projects	GSDM	*			LDA	R15,00 0,000. 00	2010 /11			R4,000 ,000.0 0	R6,000 ,000.0 0	R5,000 ,000.0 0			
168	Abattoir Poultry	GSDM	*			LDA	R21,00 0,000. 00	2010 /11			R15,00 0,000. 00	R2,000 ,000.0 0	R4,000 ,000.0 0			
212	Agangboh wa Agric. Co-op	GSDM	Makhuduth amaga			LDA /IDT	R374,0 00.00	2009 /10		R374, 000.0 0						
212	Diphagan e Vegetable	GSDM	Makhuduth amaga			LDA	R55,00 0.00	2010 /11			R550,0 00.00					

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPA LITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DG ET	2010/ 2011	2011/2 012	2012/2 013	2013/2 014	2014/2 015	LATITUDE SOUTH	LONGITUD E EAST
	GSDM Project															
213	Khuloany ane Layers	GSDM	Makhuduth amaga			LDA	R350,0 00.00	2011 /12				R350,0 00.00				
214	Shetja tsa Gago Citrus & Veg	GSDM	Makhuduth amaga			LDA	R450,0 00.00	2012 /13					R450,0 00.00			
215	Korringko pies Vegetable s	GSDM	Makhuduth amaga			LDA	R480,0 00.00	2013 /14						R480,0 00.00		
216	Seokadib eng	GSDM	Fetakgomo	Seokadibeng		LDA /IDT	R330,0 00.00	2009 /10		R330, 000.0 0					24°20'54"	30°01'45"
216	Dikhulong	GSDM	Fetakgomo	Ga-Nkoana		LDA	R500,0 00.00	2010 /11			R500,0 00.00				24°25'20"	29°46'51"
217	Bahloki	GSDM	Fetakgomo	Serokolo		LDA	R500,0 00.00	2011 /12				R500,0 00.00			24°15'20"	29°51'50"
218	Mashilabe le	GSDM	Fetakgomo	Masilabele		LDA	R500,0 00.00	2012 /13					R500,0 00.00		24°34'55"	29°54'49"
219	Rwa	GSDM	Fetakgomo	Apel		LDA	R800,0 00.00	2013 /14						R800,0 00.00	24°25'20"	2945-2946
220	Baswa emang Youth Project	GSDM	Elias Motsoaledi	Ntoane		LDA /IDT	R300,0 00.00	2009 /10		R300, 000.0 0					S25 180,47	E029 140,41
220	Phambili Bafazi	GSDM	Elias Motsoaledi	Vlakfontein		LDA	R500,0 00.00	2010 /11			R500,0 00.00				S25 20	E029 400

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DG ET	2010/ 2011	2011/2 012	2012/2 013	2013/2 014	2014/2 015	LATITUDE SOUTH	LONGITUD E EAST
221	Tsoga o itirele	GSDM	Elias Motsoaledi	Slovo		LDA	R500,0 00.00	2011 /12				R500,0 00.00			S25 150	E029 100
222	Ikageng Mamogas hwa Woman's Project	GSDM	Elias Motsoaledi	Kgobokoane		LDA	R500,0 00.00	2012 /13					R500,0 00.00		S25 70	E02 9 10
223	Mpshe Egg Laying	GSDM	Elias Motsoaledi	Tafelkop		LDA	R500,0 00.00	2013 /14						R500,0 00.00	S25 158,80	E02 9 311,2
224	Four Group Sebepe Vegetable s	GSDM	Tubatse			LDA /IDT	R450,0 00.00	2009 /10		R450, 000.0 0						
224	Moketeng Poultry	GSDM	Tubatse	Moroke		LDA	R400,0 00.00	2010 /11			R400,0 00.00				22-22-60	030-04-52
225	Ngwana moswa Vegetable s	GSDM	Tubatse	Penge		LDA	R350,0 00.00	2011 /12				R350,0 00.00				
226	Bosele Poultry	GSDM	Tubatse	Leboeng		LDA	R680,0 00.00	2012 /13					R680,0 00.00		24-29-43	30-39-52
227	Tshehla David Vegetable s	GSDM	Tubatse	Ga-Masha		LDA	R950,0 00.00	2013 /14						R950,0 00.00	24-52-47	029-57-54
228	Ebenezer Vegetable Garden	GSDM	Ephraim Mogale	Mohlalaotoan e		LDA /IDT	R500,0 00.00	2009 /10		R300, 000.0 0					S240 52 38.0	E029 034 08.2
228	Konokono	GSDM	Ephraim	Puleng		LDA	R500,0	2010			R500,0				S240	E029 0

NO	PROJECT NAME	DISTRICT	LOCAL MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMENTING AGENT	OVERALL BUDGET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BUDGET	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	LATITUDE SOUTH	LONGITUDE EAST
	Peanut Butter		Mogale				00.00	/11			00.00				5745.0	3052.1
229	Madise a mathaga Layers	GSDM	Ephraim Mogale	Mohlalaotoane		LDA	R600,000.00	2011/12				R600,000.00			S240 52 38.0	E029 034 08.2
230	Kopanong Hydroponic Project	GSDM	Ephraim Mogale	Keerim		LDA	R670,000.00	2012/13					R670,000.00		S240 57.29.5	E029 000 20.4
231	Mathukuthela Vegetable Project	GSDM	Ephraim Mogale	Mathukuthela		LDA	R450,000.00	2013/14						R450,000.00	S240 5020.8	E029 041 07.3
391	Sorghun Seed Multiplication	GSDM	Ephraim Mogale	Tompoti Seleka Agricultural Training College	Seed Processing Equipment (moisture meter, sealer, seed divider, noble tier, weighting scales, seed treater, seed thresher)	LDA	R1,500,000.00	2010/11		R1,000,000.00	R400,000.00		To be confirmed			
401	Integrated indigenous	GSDM	All Municipalities	To be confirmed	Housing Facilities	LDA	R3,371,190.6	2010/11		R500,000.00	R575,000.00	R661,250.00	R760,437.50	R874,503.13	To be confirmed	To be confirmed

NO	PROJEC T NAME	DISTRI CT	LOCAL MUNICIPA LITY	PROJECT LOCATION	PROJECT DESCRIP TION	IMP LE ME NTI NG AG ENT	OVER ALL BUDG ET	PLANNING & DESIGN		IMPLEMENTATION PERIOD AND BUDGET R THOUSAND					COORDINATES	
								F/Y	BU DGET	2010/ 2011	2011/2 012	2012/2 013	2013/2 014	2014/2 015	LATITUDE SOUTH	LONGITUD E EAST
	s Poultry Productio n		es		and marketing facilities		3			0						
402	Cattle Improvem ent breeding Projects (Cattle Loan Scheme)	GSDM	All Municipaliti es	To be confirmed	Fencing, Handling Facilities and cattle managem ent tools	LDA	R24,07 0,301. 06	2010 /11		R3,57 0,000. 00	R4,105 ,000.0 0	R4,721 ,325.0 0	R5,429 ,523.7 5	R6,243 ,952.3 1	To be confirmed	To be confirmed
403	Honey Bee Processin g Facilities	GSDM	All Municipaliti es	To be confirmed	Processin g facilities and equipment for honey protection	LDA	R7,045 ,788.4 1	2010 /11		R1,04 5,000. 00	R1,201 ,750.0 0	R1,382 ,012.5 0	R1,589 ,314.3 8	R1,827 ,711.5 3	To be confirmed	To be confirmed
404	Integrated Aquacultu re Productio n	GSDM	All Municipaliti es	To be confirmed	Provision of earthen fish ponds	LDA	R20,22 7,143. 75	2010 /11		R3,00 0,000. 00	R3,450 ,000.0 0	R3,,96 7,500. 00	R4,562 ,625.0 0	R5,247 018.75	To be confirmed	To be confirmed
404	Integrated Game Productio n	GSDM	All Municipaliti es	To be confirmed	Provide fencing/wa ter reticulatio n	LDA	R10,11 3,571. 88	2010 /11		R1,50 0,000. 00	R1,725 ,000.0 0	R1,983 ,750.0 0	R2,281 ,312.5 0	R2,623 ,509.3 8	To be confirmed	To be confirmed

9.2.3. EDUCATION

NO	EMIS	IMPLE- MENTING AGENT	SUB PROGRA- MME	SUB PROGR- AMMES /PROJE- CT NAME	DISTRICT REGION	MUNICIPALI- TY	PROJECT DESCRIPTION/T YPE OF STRUCTURE	TOTAL PROJECT COST/LATE- ST ESTIMATE	PLANNING ANG DESIGN		MTEF FORWARD ESTIMATES					LATIT- UDE SOUT- H	LON- GITU- DE EAS- T
									F/Y	BUD- GET	MTEF 2010/ 11	MTEF 2011/ 12	MTEF 2012/ 13	MTEF 2013/ 14	2014/ 2015		
3		LDOE	New School (Sekhukh- une)	Marble Hall Second ary	GSDM	Ephraim Mogale	New – Permanent	41,630	2008	2,914	15,90 0	10,80 5	-	-	-		
4		LDOE	New School (Sekhukh- une)	Burger- sfort (Drieko- p) Second ary	GSDM	Tubatse	New – Permanent	26,100	2012	1,827	-	-	28,58 4	2,209	-		
6		LDOE	New Schools 2010/11/1 2	Jane Furse	GSDM	Makhuduth amaga	New – Permanent	45,000	2012	3,150	-	5,056	28,58 4	20,83 1	-		
12		LDOE	New Schools 2010/11/1 2	Ntshiba Second ary	GSDM		New – Permanent	45,000	2015	3,150	-	-	-	-	6,022		
19	LP9 185 102 55	LDOE	Offshoot Schools 1	Sekaba- te Primary	GSDM	Tzaneen	New – Permanent	29,398	2008	2,058	1,558	-	-	0	-	23.67 04	30.3 241
20	LP9 256 210 LD OE 87	LDOE	Offshoot Schools 1	Iterelen- g	GSDM	Tubatse	New – Permanent	20,812	2008	1,457	-	-	-	22,72 5	-	24.62 21	30.2 341
22	LP5	LDOE	Offshoot	Kabishi	GSDM	Fetakgomo	New –	25,004	2010	1,750	12,72	12,28	-	-	-	24.34	30.0

NO	EMIS	IMPLEMENTING AGENT	SUB PROGRAMME	SUB PROGRAMMES /PROJECT NAME	DISTRICT REGION	MUNICIPALITY	PROJECT DESCRIPTION/TYPE OF STRUCTURE	TOTAL PROJECT COST/LATEST ESTIMATE	PLANNING AND DESIGN		MTEF FORWARD ESTIMATES					LATITUDE SOUTH	LONGITUDE EAST
									F/Y	BUDGET	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	2014/2015		
	621438		Schools 1	Primary			Permanent				0	2				26	012
23	LP924650528	LDOE	Offshoot Schools 1	Onani Primary	GSDM	Makhuduth amaga	New – Permanent	22,125	2010	1,549	12,720	9,590	-	0	-	25.0095	29.7432
24	LP924650115	LDOE	Offshoot Schools 1	Mamphokgo Primary	GSDM	Ephraim Mogale	New – Permanent	21,236	2008	1,487	11,260	-	-	0	-	24.9246	29.423

9.2.4. HEALTH & SOCIAL DEVELOPMENT

HEALTH												
NO	PROJECT NAME	DISTRICT/ REGION	MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMENTING AGENT	TOTAL PROJECT COST	PLANNING AND DESIGN		IMPLEMENTATION PERIOD AND BUDGET		
								FINANCIAL YEAR	BUDGET	2010/11	MTEF 2011/12	MTEF 2012/13
36	Leboeng EMS	Sekhukhune	Elias Motsoaledi	Leboeng EMS	EMS Base Station	Sakhiwo Health Solutions	5,326	2008/09	639	573	-	-
37	WF Knobel EMS	Sekhukhune	Elias Motsoaledi	WF Knobel EMS	EMS Base Station	Sakhiwo Health Solutions	5,247	2008/09	630	300	-	-
38	Groblersdal Hospital Mortuary	Sekhukhune	Elias Motsoaledi	Groblersdal Hospital Mortuary	Mortuary	Public Works	8,800	2008/09	1,056	6,000		
39	Eensaam	Sekhukhune	Elias Motsoaledi	Eensaam	Clinic	Sakhiwo Health Solutions	8,602	2008/09	860	3,080		
40	Goedgedacht	Sekhukhune	Elias Motsoaledi	Goedgedacht	Clinic	Sakhiwo Health Solutions	10,263	2008/09	1,026	7,000	3,263	
41	Marulaneng	Sekhukhune	Makhuduthamaga	Marulaneng	Clinic	Sakhiwo Health Solutions	10,209	2008/09	1,021	3,000	7,209	-
42	Chasbeleng	Sekhukhune	Fetakgomo	Chasbeleng	Clinic	Sakhiwo Health Solutions	10,263	2010/11	1,026		7,000	3,263
43	Ditshweneng	Sekhukhune	Ephraim Mogale	Ditshweneng	Clinic	Sakhiwo Health Solutions	10,209	2010/11	1,021	-	6,400	3,809
44	Smashersblock	Sekhukhune	Makhuduthamaga	Smashersblock	Clinic	Sakhiwo Health Solutions	10,209	2009/10	1,021	4,000	6,209	-
45	Dichoeung 2	Sekhukhune	Makhuduthamaga	Dichoeung 2	Clinic	Sakhiwo Health Solutions	10,209	2009/10	1,021	4,000	6,209	-
46	Vlaakplaas	Sekhukhune	Makhuduthamaga	Vlaakplaas	Clinic	Sakhiwo Health Solutions	10,209	2010/11	1,021	-	6,400	3,809
47	Sekhukhune Central Laundry	Sekhukhune	Makhuduthamaga	Sekhukhune Central Laundry	District Laundry	Public Works	156,491	2010/11	31,298	55,000	30,000	80,000
48	Sekhukhune Nursing College	Sekhukhune	Makhuduthamaga	Sekhukhune Nursing College	Nursing College	Public Works	231,732	2012/13	46,346	-	-	-
49	Mamone	Sekhukhune	Makhuduthamaga	Mamone	Clinic	Sakhiwo Health Solutions	10,209	2009/10	1,021	7,000	3,209	

50	Jane Furse	Sekhukhune	Makhuduthamaga	Jane Furse	Clinic	Public Works	5,000	2010/11	500	-	5,000	-
51	Jane Furse Hospital Linen Bank	Sekhukhune	Makhuduthamaga	Jane Furse Hospital Linen Bank	District Hospital	Public Works	1,000	2010/11	100	-	1,000	-
52	Sekhukhune Malaria Unit	Sekhukhune		Sekhukhune Malaria Unit	Malaria Camp	Sakhiwo Health Solutions	6,015	2008/09	722	3,000	3,015	-
SOCIAL DEVELOPMENT												
NO	PROJECT NAME	DISTRICT/ REGION	MUNICIPALITY	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMENTING AGENT	TOTAL PROJECT COST	PLANNING AND DESIGN		IMPLEMENTATION PERIOD AND BUDGET		
								FINANCIAL YEAR	BUDGET	2010/11	MTEF 2011/12	MTEF 2012/13
1	CBR Lehlaba	Sekhukhune	Tubatse	CBR Lehlaba	Community Based Rehabilitation Centre	Ngonyama Okpanum & Ass.	11,325	2008/09	1,133	9,000		
17	Mampane (Eenkantan Hospital Clinic Gateway)	Sekhukhune	Fetakgomo	Mampane (Eenkantan Hospital Clinic Gateway)	Drop-In-Centre	Ngonyama Okpanum & Ass.	9,000	2008/09	900			
19	Leboeng	Sekhukhune		Leboeng	Drop-In-Centre	Ngonyama Okpanum & Ass.	9,000	2008/09	900			
20	Awake and Rise Home Based Care	Sekhukhune		Awake and Rise Home Based Care	Drop-In-Centre	Ngonyama Okpanum & Ass.	9,000	2008/09	900			
21	Mohlaletse Drop In Centre	Sekhukhune	Fetakgomo	Mohlaletse Drop In Centre	Drop-In-Centre	Ngonyama Okpanum & Ass.	10,323	2008/09	1,032			
42	Mohlaletse One Stop Centre	Sekhukhune		Mohlaletse One Stop Centre	Staff Accommodation	Ngonyama Okpanum & Ass.	2,821	2008/09	282			
43	Ha-Phasha Selatole	Sekhukhune		Ha-Phasha Selatole	Staff Accommodation	Ngonyama Okpanum & Ass.	2,821	2008/09	282			
44	Masemola Clinic	Sekhukhune		Masemola Clinic	Staff Accommodation	Ngonyama Okpanum & Ass.	2,821	2008/09	282			
45	VEP Maake	Sekhukhune		VEP Maake	Victim Empowerment Unit	Ngonyama Okpanum & Ass.	18,000	2008/09	1,800	0		3,000
46	VEP Manganeng	Sekhukhune		VEP Manganeng	Victim Empowerment Unit	Ngonyama Okpanum & Ass.	18,000	2008/09	1,800	0		

9.3. NATIONAL DEPARTMENTS

9.3.1. DEPARTMENT OF WATER AFFAIRS AND ENVIRONMENT

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Nebo Plateau RWS Subproject 6: Upgrading Mahlangu RWTW	GSDM	Elias Motsoaledi	Nebo	Nebo Plateau RWS Subproject 6: Upgrade Mahlangu RWTW	GSDM	5.700	2009/10	5.700	0	0	0				
126	Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant: (LP010 DWAF)	GSDM	Elias Motsoaledi	Groblersdal	Groblersdal Luckau RWS: DWAF Regional Bulk Infrastructure Grant: (LP010 DWAF)	GSDM	43.000	2009/2010	23.000	20.000	0	0				
127	Groblersdal Lukau RWS: DWAF Regional Bulk Infrastructure Grant: (LP010 DWAF)	GSDM	Elias Motsoaledi	Groblersdal	Groblersdal Lukau RWS: DWAF Regional Bulk Infrastructure Grant: (LP010 DWAF)	GSDM	23.000	2009/2010	23.000	0	0	0				
128	Nebo Plateau RWS Subproject 6: Upgrade Mahlangu RWTW	GSDM	Elias Motsoaledi	Nebo	Nebo Plateau RWS Subproject 6: Upgrade Mahlangu RWTW	GSDM	0	2009/2010	0	0	0	GSDM				
129	Stompo Households	GSDM	Elias Motsoaledi	Stompo	Stompo Households	GSDM	0	2009/2010	0	0	0	0				

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Sanitation: (MIG/LP0685/w/04/07)				Sanitation: (MIG/LP0685/w/04/07)											
130	Sephaku Household Sanitation	GSDM	Elias Motsoaledi	Sephaku	Sephaku Household Sanitation	GSDM	0	2009/2010	0	0	0	0				
131	Jerusalem Household Sanitation	GSDM	Elias Motsoaledi	Jerusalem	Jerusalem Household Sanitation	GSDM	0	2009/2010	0	0	0	0				
132	Moutse Bulk System (Loskop, Moretele Mpumalanaga): Proposed Feasibility	GSDM	Elias Motsoaledi	Moutse	Moutse Bulk System (Loskop, Moretele Mpumalanaga): Proposed Feasibility	GSDM	2.800	2009/2010	2.8000	0	0	0			29.1099972149734	- 25.1528847645224
133	Dennilton upgrade of Bulk Sewer: MIG/LPO 463/W/05/08	GSDM	Elias Motsoaledi	Dennilton	Dennilton upgrade of Bulk Sewer: MIG/LPO 463/W/05/08	GSDM	12,350	2009/10	12,350	0	0	0			29.1099972149734	- 25.1528847645224
134	Moutse West WSS	GSDM	Elias Motsoaledi	Moutse	Moutse West WSS	GSDM	0	2009/2010	0	0	0	0			29.1099972149734	- 25.1528847645224
135	Grobblersdal Augmentation of Bulk Water Supply: (C/LP0478/W/03/05) (MIG/LP0762/07/08)	GSDM	Elias Motsoaledi	Grobblersdal	Grobblersdal Augmentation of Bulk Water Supply: (C/LP0478/W/03/05) (MIG/LP0762/07/08)	GSDM	0	2009/2010	0	0	0	0				
136	Grobblersdal Upgrade of	GSDM	Elias Motsoaledi	Grobblersdal	Grobblersdal Upgrade of	GSDM	4,198	2009/2010	0	4,198	0	0				

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Sewage Treatment: (C/LP0430/S/03/04)				Sewage Treatment: (C/LP0430/S/03/04)											
137	Stompo Water Supply	GSDM	Elias Motsoaledi	Stompo	Stompo Water Supply	GSDM	0	2009/10	0	0	0	0				
138	Groblersdal Luckau Bulk Water Supply: MIG/LP0727/W/06/09)	GSDM	Elias Motsoaledi	Groblersdal	Groblersdal Luckau Bulk Water Supply: (MIG/LP0727/W/06/09)	GSDM	15,000	2009/2010	15,000	0	0	0			29.3918 678917 968	- 25.1683 642760 761
139	Tafelkop Water Reticulation and Cost Recovery	GSDM	Elias Motsoaledi	Tafelkop	Tafelkop Water Reticulation and Cost Recovery	GSDM	5,000	2009/2010	5,000	0	0	0			29.3918 678917 968	- 25.1683 642760 761
140	Legonaneng BWS	GSDM	Elias Motsoaledi	Legonaneng	Legonaneng BWS	GSDM	23,047	2009/2010	23,047	0	0	0			29.3918 678917 968	- 25.1683 642760 761
141	Olifantspoort South RWS Phase 8	GSDM	Fetakgomo	Olifantspoort	Bulk Water Supply and Reticulation from Maropeng to Paschaskraal: (MIG/LP0560/W/06/10)	GSDM	33,000	2009/2010	33,000	0	0	0			29.9098 677144 319	- 24.4070 398188 289
142	Olifantspoort South RWS	GSDM	Fetakgomo	Olifantspoort	Atok Bulk (Matomanye)	GSDM	0	2009/2010	0	0	0	0			29.9098 677144 319	- 24.4070 398188 289
143	Olifantspoort South RWS Phase 9	GSDM	Fetakgomo	Olifantspoort	Bulk Water Supply and Reticulation	GSDM	66,000	2009/10	0	50,000	16,000	0			29.9098 677144 319	- 24.4070 398188

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
					from Mmabulela to Zwartkoppie											289
144	Olifantspoort South RWS Phase 10	GSDM	Fetakgomo	Olifantspoort	Olifants River Crossing Upgrade and Bulk Supply Supplementat ion Southern Parts	GSDM	44,000	2009/10	0	0	44,000	0			29.9098677144319	- 24.4070398188289
145	Lebalelo North Reticulation	GSDM	Fetakgomo	Lebalelo	Lebalelo North Reticulation	GSDM	27,600	2009/10	0	0	15,000	12,600				
146	Ga-Selepe Water Supply	GSDM	Fetakgomo	Ga-Selepe	Ga-Selepe Water Supply	GSDM	2,599	2009/10	2,599	0	0	0			29.9098677144139	24.4070398188289
147	Ga-Monotwane Water Supply	GSDM	Fetakgomo	Ga-Monotwane	Ga-Monotwane Water Supply	GSDM	1,738	2009/10	0	1,738	0	0			29.9098677144319	- 24.4070398188289
148	Paschaskraal Water Supply	GSDM	Fetakgomo	Paschaskraal	Paschaskraal Water Supply	GSDM	0,608	2009/10	0	0,608	0	0			29.9098677144319	- 24.4070398188289
149	Mahlabeng Water Supply	GSDM	Fetakgomo	Mahlabe ng	Mahlabeng Water Supply	GSDM	4,239	2009/10	0	4,239	0	0			29.9098677144139	24.4070398188289
150	Ga-Matlala Water Supply	GSDM	Fetakgomo	Ga-Matlala	Ga-Matlala Water Supply	GSDM	0,327	2009/10	0,327	0	0	0			29.9098677144319	- 24.4070398188289
151	Ga-Maesela Water Supply	GSDM	Fetakgomo	Ga-Maesela	Ga-Maesela Water Supplu	GSDM	0,665	2009/10	0,665	0	0	0			29.9098677144319	- 24.4070398188289

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
152	Ga-Seraka Water Supply	GSDM	Fetakgomo	Ga-Seraka	Ga-Seraka Water Supply	GSDM	0,665	2009/10	0,665	0	0	0				
153	Petsa Water Supply	GSDM	Fetakgomo	Petsa	Petsa Water Supply	GSDM	0	2009/10	0	0	0	0			29.9098 677144 319	- 24.4070 398188 289
154	Mogobane Water Supply	GSDM	Fetakgomo	Magobane	Mogobane Water Supply	GSDM	0	2009/10	0	0	0	0			29.9098 677144 319	- 24.4070 398188 289
155	Atok Villages WS	GSDM	Fetakgomo	Atok	Atok Villages Water Supply	GSDM	8,000	2009/02	3,000	5,000	0	0			29.9098 677144 319	- 24.4070 398188 289
156	Apel Sanitation	GSDM	Fetakgomo	Apel	Apel Sanitation	GSDM	13,414	2009/10	0	13,414	0	0			29.9098 677144 319	- 24.4070 398188 289
157	Ga-Selepe Household Sanitation	GSDM	Fetakgomo	Ga-Selepe	Ga-Selepe Household Sanitation	GSDM	0	2009/10	0	0	0	0			29.9098 677144 319	- 24.4070 398188 289
158	Ga-Nkwana Rural Sanitation	GSDM	Fetakgomo	Ga-Nkwana	Ga-Nkwana Rural Sanitation	GSDM	0	2009/10	0	0	0	0			29.9098 677144 319	- 24.4070 398188 289
159	Apel Water Supply: MIG/LP0676/W/06/09	GSDM	Fetakgomo	Apel	Apel Water Supply: MIG/LP0676/W/06/09	GSDM	0	2009/10	0	0	0	0			29.6089 366285 982	- 24.5252 847129 62
160	Lebalelo Community Bulk Water Supply	GSDM	Tubatse	Lebalelo	Southern Zone: MIG/LP0068/W/5/09	GSDM	44,723	2009/10	18,616	26,107	0	0			30.1495 800704 484	- 24.5570 432967 489
161	Mooihoek	GSDM	Tubatse	Mooihoek	DWAF	GSDM	415,0	2009/10	80,00	125,0	141,0	23,000			29.8770	-

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Tubatse RWS			k	Regional Bulk Infrastructure Grant: (LPR012 DWAF)		00		0	00	00				560608095	24.753450804356
162	Ohrigstad Feasibility Study: (LRP007)	GSDM	Tubatse	Ohrigstad	Ohrigstad Feasibility Study: (LRP007)	GSDM	0,700	2009/10	0,700	0	0	0			30.562767650068	-24.7454827817636
163	Nebo Plateau RSW Sub-project 14	GSDM	Tubatse	Nebo	Ga-Masha to Eertegeluk	GSDM	0	2009/10	0	0	0	0				
164	Blyde Local Sources (Proposed Feasibility Study)	GSDM	Tubatse	Blyde	Blyde Local Sources (Proposed Feasibility Study)	GSDM	0,800	2009/10	0,800	0	0	0			30.6409625289205	-24.5019920105219
165	Burgersfort Waste Water Treatment Works	GSDM	Tubatse	Burgersfort	Extend and Upgrade Waste Water Treatment Works	GSDM	48,000	2009/10	0	30,000	18,000	0				
166	Lebalelo South Internal Reticulation	GSDM	Tubatse	Lebalelo	Lebalelo South Internal Reticulation	GSDM	38,400	2009/10	0	10,000	9,000	9,400	10,000			
167	Ga-Kobe Water Supply: (MIG/LP0350/W/05/07)	GSDM	Tubatse	Ga-Kobe	Ga-Kobe Water Supply: (MIG/LP0350/W/05/07)	GSDM	0,400	2009/10	0,400	0	0	0				
168	Lebalelo Central Reticulation	GSDM	Tubatse	Lebalelo	Lebalelo Central Reticulation	GSDM	24,600	2009/10	0	8,000	16,600	0			30.1276080199771	-24.4266145044932
169	Moroke Water	GSDM	Tubatse	Moroke	Moroke Water	GSDM	26,00	2009/10	11,00	15,00	0	0			30.1276	-

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Supply Phase 2				Supply Phase 2		0		0	0					080199771	24.4266145044932
170	Makotaseng Water Supply	GSDM	Tubatse	Makotaseng	Makotaseng Water Supply	GSDM	0,900	2009/10	0,900	0	0	0			30.1276080199771	-24.4266145044932
171	Selala Household Sanitation	GSDM	Tubatse	Selala	Selala Household Sanitation	GSDM	0	2009/10	0	0	0	0			30.1276080199771	-24.4266145044932
172	Batau Water Supply	GSDM	Tubatse	Batau	Batau Water Supply	GSDM	15,416	2009/10	9,208	6,208	0	0			29.70560608095	-24.753450804356
173	Mabotsha Water Supply	GSDM	Tubatse	Mabotsha	Mabotsha Water Supply	GSDM	0	2009/10	0	0	0	0			29.70560608095	-24.753450804356
174	Mokobola Water Supply	GSDM	Tubatse	Mokobola	Mokobola Water Supply	GSDM	0	2009/10	0	0	0	0			29.70560608095	-24.753450804356
175	Motlailana Water Supply	GSDM	Tubatse	Motlailana	Motlailana Water Supply	GSDM	0,900	2009/10	0	0	0	0			29.70560608095	-24.753450804356
176	Penge WSS and Reticulation	GSDM	Tubatse	Penge	Penge WSS and Reticulation	GSDM	9,660	2009/10	0	4,000	5,660	0			30.3119573556543	-24.3586244018
177	Leolo Water Supply	GSDM	Tubatse	Leolo	Leolo Water Supply	GSDM	4,000	2009/10	3,000	1,000	0	0			30.0098363858094	-24.6059042407144
178	Nkosi Water	GSDM	Tubatse	Nkosi	Nkosi Water	GSDM	8,600	2009/10	8,600	0	0	0			30.0098	-

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Supply				Supply										363858094	24.6059042407
179	Blyde Local Sources (Proposed Feasibility Study)	GSDM	Tubatse	Blyde	Blyde Local Sources (Proposed Feasibility Study)	GSDM	13,050	2009/10	0,800	0	12,250	0			30.6409625289205	- 24.5019920105219
180	Blydepoort Local Sources	GSDM	Tubatse	Blydepoort	Blydepoort Local Sources	GSDM	0	2009/10	0	0	0	0			30.6409625289205	24.5019920105219
181	Tubatse WSS: DWAF LP075/W)	GSDM	Tubatse	Tubatse	Tubatse WSS: DWAF LP075/W)	GSDM	10,000	2009/10	10,000	0	0	0				
182	Steelpoort WTW	GSDM	Tubatse	Steelpoort	Steelpoort WTW	GSDM	0	2009/10	0	0	0	0			30.3306934164491	- 24.6765884596
183	Morgenon Water Supply	GSDM	Tubatse	Morgenon	Morgenon Water Supply	GSDM	0,600	2009/10	0,600	0	0	0			30.3306934164491	- 24.6765884596
184	Montshana Water Supply	GSDM	Tubatse	Montshana	Montshana Water Supply	GSDM	1,809	2009/10	0	1,809	0	0			30.3306934164491	- 24.6765884596
185	Magolego Water Supply	GSDM	Tubatse	Magolego	Magolego Water Supply	GSDM	1,000	2009/10	1,000	0	0	0			30.0337153946689	- 24.5721792646629
186	Mohlake Water Supply	GSDM	Tubatse	Mohlake	Mohlake Water Supply	GSDM	1,200	2009/10	1,200	0	0	0				
187	Penge Water Feasibility Study	GSDM	Tubatse	Penge	Penge Water Feasibility Study	GSDM	0,300	2009/10	0,300	0	0	0				
188	Nebo Plateau RWS Subproject 3	GSDM	Makhuduthamaga	Nebo	Nebo Plateau RWS Subproject 3,	GSDM	117,500	2009/10	0	38,000	79,500	0				

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
					Pipeline Phokwane to Vergelegen Dam											
189	Nebo Plateau RWS Subproject 7	GSDM	Makhuduth amaga	Nebo	Magnet Heights to Mphanama/Machacha (balance of MIG)	GSDM	50,000	2009/10	15,000	16,000	12,000	7,000				
190	Nebo Plateau RWS Subproject 9	GSDM	Makhuduth amaga	Nebo	Pokwane to Sebetha	GSDM	88,000	2009/10	0,000	43,500	0					
191	Nebo Plateau RWS Subproject 10	GSDM	Makhuduth amaga	Nebo	Schoonoord to Nkadameng	GSDM	13,690	2009/10	10,000	3,690	0	0				
192	Nebo Plateau RWS Subproject 11	GSDM	Makhuduth amaga	Nebo	Nebo Plateau RWS Subproject 11, Jane Furse to Lobethal	GSDM	26,600	2009/10	4,000	0	0	0	10,400	12,200		
193	Nebo Plateau RWS Subproject 12	GSDM	Makhuduth amaga	Nebo	Nebo Plateau RWS Subproject 12, Mareshane to Masemola	GSDM	36,300	2009/10	0	0	0	0		36,300	29.74952059696	- 24.7611765115731
194	Nkadameng RWS: (MIG/LP0698/W/06/10)	GSDM	Makhuduth amaga	Nkadameng	Nkadameng RWS: (MIG/LP0698/W/06/10)	GSDM	50,000	2009/10	15,000	35,000	0	0			29.8848930299553	- 24.6022948789728
195	Nebo Plateau RWS Subproject 5	GSDM	Makhuduth amaga	Nebo	Upgrade Piet Gouws RWTW	GSDM	0	2009/10	0	0	0	0				

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
196	Ga-Mokadi Ext to Water Reticulation	GSDM	Makhuduth amaga	Ga-Mokadi	Ga-Mokadi Ext to Water Reticulation	GSDM	0	2009/10	0	0	0	0			29,8848 930299 553	- 24.6022 948789 728
197	Nebo RWS Reticulation	GSDM	Makhuduth amaga	Nebo	Nebo RWS Reticulation	GSDM	90,000	2009/10	0	30,000	30,000	30,000				
198	Matlakatle C Reticulation	GSDM	Makhuduth amaga	Matlakatle	Matlakatle C Reticulation	GSDM	0	2009/10	0	0	0	0				
199	Ga-Ratau and Matekane, New Reticulation	GSDM	Makhuduth amaga	Ga-Ratau	Ga-Ratau and Matekane, New Reticulation	GSDM	0	2009/10	0	0	0	0				
200	Tsopaneng Ext Reticulation	GSDM	Makhuduth amaga	Tsopaneng	Tsopaneng Ext Reticulation	GSDM	0	2009/10	0	0	0	0				
201	Ga-Malooa Reticulation	GSDM	Makhuduth amaga	Ga-Malooa	Ga-Malooa Reticulation	GSDM	0	2009/10	0	0	0	0				
202	Kanaan A Reticulation	GSDM	Makhuduth amaga	Kanaan	Kanaan A Reticulation	GSDM	0	2009/10	0	0	0	0				
203	Vlakplaas Sanitation	GSDM	Makhuduth amaga	Vlakplaas	Vlakplaas Sanitation	GSDM	0	2009/10	0	0	0	0				
204	Mochadi Sanitation	GSDM	Makhuduth amaga	Mochadi	Mochadi Sanitation	GSDM	0	2009/10	0	0	0	0				
205	Jane Furse Sanitation	GSDM	Makhuduth amaga	Jane Furse	Jane Furse Sanitation	GSDM	27,045	2009/10	15,045	12,000	0	0				
206	Goodhope Water Reticulation	GSDM	Makhuduth amaga	Goodhope	Goodhope Water Reticulation	GSDM	12,000	2009/10	1,000	11,000	0	0			29.6908 914090 448	- 24.7756 666818 205
207	Hwafeng Water Reticulation	GSDM	Makhuduth amaga	Hwafeng	Hwafeng Water Reticulation	GSDM	0	2009/10	0	0	0	0			29.6908 914090 448	- 24.7756 666818 205
208	Kgaruthuthu	GSDM	Makhuduth	Kgaruthuthu	Kgaruthuthu	GSDM	0	2009/10	0	0	0	0			29.6908	-

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Water Reticulation		amaga	thu	Water Reticulation										914090448	24.7756666818205
209	Maololo Water Reticulation	GSDM	Makhuduth amaga	Maololo	Maololo Water Reticulation	GSDM	0	2009/10	0	0	0	0			29.6908914090448	- 24.7756666818205
210	Mathapisa Water Reticulation	GSDM	Makhuduth amaga	Mathapisa	Mathapisa Water Reticulation	GSDM	0,601	2009/10	0,601	0	0	0			29.6908914090448	- 24.7756666818205
211	Mmatsekele Water Reticulation	GSDM	Makhuduth amaga	Mmatsekele	Mmatsekele Water Reticulation	GSDM	0,198	2009/10	0,198	0	0	0			29.6908914090448	- 24.7756666818205
212	Mohloding Water Reticulation	GSDM	Makhuduth amaga	Mohloding	Mohloding Water Reticulation	GSDM	1,041	2009/10	1,041	0	0	0			29.6908914090448	- 24.7756666818205
213	Thabeng Water Reticulation	GSDM	Makhuduth amaga	Thabeng	Thabeng Water Reticulation	GSDM	0,605	2009/10	0,605	0	0	0			29.6908914090448	- 24.7756666818205
214	Zoetvelden Water Reticulation	GSDM	Makhuduth amaga	Zoetvelden	Zoetvelden Water Reticulation	GSDM	0,209 0,338	2009/10	0,209	0	0	0			29.6908914090448	- 24.7756666818205
215	Klip Water Reticulation	GSDM	Makhuduth amaga	Klip	Klip Water Reticulation	GSDM	0	2009/10	0,338	0	0	0			29.6908914090448	- 24.7756666818205
216	Mabintwane Water Reticulation	GSDM	Makhuduth amaga	Mabintwane	Mabintwane Water Reticulation	GSDM	0	2009/10	0	0	0	0			29.6908914090448	- 24.7756666818205

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
217	Phokwane Extension Reticulation	GSDM	Makhuduth amaga	Phokwane	Phokwane Extension Reticulation	GSDM	8,302	2009/10	5,651	2,651	0	0			29.6908 914090 448	- 24.7756 666818 205
218	Dihlabeng Water Reticulation	GSDM	Makhuduth amaga	Dihlabeng	Dihlabeng Water Reticulation	GSDM	0	2009/10	0	0	0	0			29.6908 914090 448	- 24.7756 666818 205
219	Arabie Reticulation Extension	GSDM	Makhuduth amaga	Arabie	Arabie Reticulation Extension	GSDM	34,140	2009/10	0	0	34,140	0			29.5397 140515 382	- 24.7955 550030 71
220	Jane Furse WWTW/Oxidation Ponds	GSDM	Makhuduth amaga	Jane Furse	Jane Furse WWTW/Oxidation Ponds	GSDM	4,500	2009/10	0	4,500	0	0				
221	Jane Furse Water Supply and Cost Recovery Phase I and Phase II	GSDM	Makhuduth amaga	Jane Furse	Jane Furse Water Supply and Cost Recovery Phase I and Phase II	GSDM	17,500	2009/10	14,500	3,000	0	0				
222	Leolo Local Sources	GSDM	Makhuduth amaga	Leolo	Leolo Local Sources	GSDM	14,000	2009/10	0	0	14,000	0			30.0098 363858 094	- 24.6059 042407 144
223	Ga-Maila Mapitsa Ext Water Reticulation	GSDM	Makhuduth amaga	Ga-Maila	Ga-Maila Mapitsa Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098 363858 094	- 24.6059 042407 144
224	Ga-Mohlala Ext Water Reticulation	GSDM	Makhuduth amaga	Ga-Mohlala	Ga-Mohlala Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098 363858 094	- 24.6059 042407 144
225	Ga-Mokgoadi Ext Water	GSDM	Makhuduth amaga	Ga-Mokgoadi	Ga-Mokgoadi Ext Water	GSDM	0	2009/10	0	0	0	0			30.0098 363858	- 24.6059

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Reticulation			i	Reticulation										094	042407144
226	Geluks Location Ext. Water Reticulation	GSDM	Makhuduth amaga	Geluks	Geluks Location Ext. Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
227	Hoepakrantz Ext Water Reticulation	GSDM	Makhuduth amaga	Hoepakrantz	Hoepakrantz Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
228	Ka-Mabule Ext Water Reticulation	GSDM	Makhuduth amaga	Ka-Mabule	Ka-Mabule Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
229	Masite Ext Water Reticulation	GSDM	Makhuduth amaga	Mashite	Masite Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
230	Molapong Ext Water Reticulation	GSDM	Makhuduth amaga	Molapong	Molapong Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
231	Sekele Ext Water Reticulation	GSDM	Makhuduth amaga	Sekele	Sekele Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
232	Sopeyana Ext Water Reticulation	GSDM	Makhuduth amaga	Sopenyana	Sopeyana Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
233	Disesane Ext Water Reticulation	GSDM	Makhuduth amaga	Disesane	Disesane Ext Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.0098363858094	-24.6059042407144
234	Ga-Magolego	GSDM	Makhuduth	Ga-	Ga-Magolego	GSDM	0	200910	0	0	0	0			30.0098	-

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								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Ext Water Reticulation		amaga	Magolego	Ext Water Reticulation										363858094	24.6059042407144
235	Mangoanyane Water Reticulation	GSDM	Makhuduthamaga	Mangoanyane	Mangoanyane Water Reticulation	GSDM	0	2009/10	0	0	0	0			30.3306934164491	- 24.676588459668
236	Ga-Magashoa of Water Supply and Cost Recovery: (MIG/LP0430/W/06)	GSDM	Makhuduthamaga	Ga-Magashoa	Ga-Magashoa of Water Supply and Cost Recovery: (MIG/LP0430/W/06)	GSDM	1,000	2009/10	1,000	0	0	0			29.8495788013174	- 24.8085920187683
237	Jane Furse RWWTW	GSDM	Makhuduthamaga	Jane Furse	Implementation Readiness Study, Design and Construction of Regional Waste Water Treatment Works	GSDM	63,000	2009/10	0	1,000	2,000	20,000	20,000	20,000		
238	Ga-Hlopha Water Reticulation: (MIG/LP0295/W/05/06)	GSDM	Ephraim Mogale	Ga-Hlopha	Ga-Hlopha Water Reticulation: (MIG/LP0295/W/05/06)	GSDM	0	2009/10	0	0	0	0			29.5397140515382	- 24.795555003071
239	Serithing Water Reticulation	GSDM	Ephraim Mogale	Serithing	Serithing Water Reticulation	GSDM	0	2009/10	0	0	0	0			29.5397140515382	- 24.795555003071
240	Leeuwfontein Reticulation Refurbishmen	GSDM	Ephraim Mogale	Leeuwfontein	Leeuwfontein Reticulation Refurbishmen	GSDM	0	2009/10	0	0	0	0			29.5397140515382	- 24.795555003071

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	t				t											71
241	Makgadimeng Water Supply	GSDM	Ephraim Mogale	Makgadimeng	Makgadimeng Water Supply	GSDM	0	2009/10	0	0	0	0			29.5397 140515 382	- 24.7955 550030 71
242	Moeding Water Reticulation	GSDM	Ephraim Mogale	Moeding	Moeding Water Reticulation	GSDM	0,500	2009/10	0,500	0	0	0			29.5397 140515 382	- 24.7955 550030 71
243	Motselope Water Reticulation	GSDM	Ephraim Mogale	Motselope	Motselope Water Reticulation	GSDM	0	2009/10	0	0	0	0			29.5397 140515 382	- 24.7955 550030 71
244	Ga-Hlopa Water Reticulation	GSDM	Ephraim Mogale	Ga-Hlopa	Ga-Hlopa Water Reticulation	GSDM	10,0000	2009/10	10,000	0	0	0			29.5397 140515 382	- 24.7955 550030 71
245	Greenside Water Supply	GSDM	Ephraim Mogale	Greenside	Greenside Water Supply	GSDM	0	2009/10	0	0	0	0			29.5397 140515 382	- 24.7955 550030 71
246	Makgatle Water Reticulation	GSDM	Ephraim Mogale	Makgatle	Makgatle Water Reticulation	GSDM	1,000	2009/10	1,000	0	0	0			29.5397 140515 382	- 24.7955 550030 71
247	Mamphokgo Water Reticulation – GSDM	GSDM	Ephraim Mogale	Mamphokgo	Mamphokgo Water Reticulation – GSDM	GSDM	0	2009/10	0	0	0	0			29.5397 140515 382	- 24.7955 550030 71
248	Moganyaka - WWTW	GSDM	Ephraim Mogale	Moganyaka	Moganyaka - WWTW	GSDM	0	2009/10	0	0	0	0			29.5397 140515 382	- 24.7955 550030 71
249	Dichoung VIP	GSDM	Ephraim Mogale	Dochoung	Dichoung VIP	GSDM	0	2009/10	0	0	0	0			29.5397 140515	- 24.7955

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
															382	55003071
250	Letebejane VIP	GSDM	Ephraim Mogale	Letebejane	Letebejane VIP	GSDM	0	2009/10	0	0	0	0			29.5397140515382	- 24.795555003071
251	Ditholong VIP	GSDM	Ephraim Mogale	Ditholong	Ditholong VIP	GSDM	0	2009/10	0	0	0	0			29.5397140515382	- 24.795555003071
252	Mooihoek VIP - GSDM	GSDM	Ephraim Mogale	Mooihoek	Mooihoek VIP - GSDM	GSDM	0	2009/10	0	0	0	0			29.5397140515382	- 24.795555003071
253	Moutse West BWS & Reticulation & Cost Recovery: (MIG/LP0346/W/05/07)	GSDM	Ephraim Mogale	Moutse	Moutse West BWS & Reticulation & Cost Recovery: (MIG/LP0346/W/05/07)	GSDM	10,000	2009/10	10,000	0	0	0			29.1101064424794	- 25.1528344066679
254	Frishgewaagd Water Supply: (MIG/LP0730/W/06/08)	GSDM	Ephraim Mogale	Frishgewaagd	Frishgewaagd Water Supply: (MIG/LP0730/W/06/08)	GSDM	1,000	2009/10	1,000	0	0	0			29.7244507520421	- 24.8153891746462
255	Upgrade of Ephraim Mogale WTW Phase	GSDM	Ephraim Mogale	Ephraim Mogale	Upgrade of Ephraim Mogale WTW Phase	GSDM	0	2009/10	0	0	0	0			29.2903152646422	- 24.9688880501135
256	Ephraim Mogale Rehabilitation	GSDM	Ephraim Mogale	Marble Hall	Ephraim Mogale Rehabilitation	GSDM	3,000	2009/10	0	3,000	0	0			29.2903152646422	- 24.9688880501135
257	Nebo Plateau RWS	GSDM	Elias Motsoaledi	Nebo	Nebo Plateau RWS	GSDM	0	2009/10	0	0	0	0			29.8496545770	- 24.8025

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	Subproject 15: Sephaku Connection (NSD11)				Subproject 15: Sephaku Connection (NSD11)										27	816461287
258	Moutse Bulk Systems (Loskop Moretele Mpumalanga) : Proposed Feasibility	GSDM	Elias Motsoaledi	Moutse	Moutse Bulk Systems (Loskop Moretele Mpumalanga) : Proposed Feasibility	GSDM	28,800	2009/10	0	0	0	0			29.1099972149734	- 25.1528847645224
259	Olifantspoort WTW	GSDM	Elias Motsoaledi	Olifantspoort	DWAF Regional Bulk Infrastructure Grant: See Lepelle Nkumpi: (LPR014 DWAF)	GSDM	0	2009/10	0	0	0	0				
260	Rooipoort Scheme (Proposed Feasibility)	GSDM	Fetakgomo	Rooipoort	Rooipoort Scheme (Proposed Feasibility)	GSDM	3,000	2009/10	3,000	0	0	0			29.9098677144319	- 24.4070398188289
261	Lebalelo Community Bulk Water Supply	GSDM	Tubatse	Lebalelo	Central & North: (LPR009)	GSDM	365,000	2009/10	20,000	92,000	110,000	50,000	47,000	46,000		
262	Lebalelo Feasibility Study: (LPR009)	GSDM	Tubatse	Lebalelo	Lebalelo Feasibility Study: (LPR009)	GSDM	0,980	2009/10	0,980	0	0	0				
263	Nebo Plateau RWS Subproject 1 A and B	GSDM	Makhuduthamaga	Nebo	Nebo Plateau RWS Subproject 1 A and B	GSDM	244,500	2009/10	98,500	46,000	100,000	0				

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
	(LPR011)				(LPR011 DWAF)											
264	Nebo Plateau RWS Subproject 4	GSDM	Makhuduth amaga	Nebo	Carbonatitest o Zaaiplaas	GSDM	91,500	2009/10	1,500	45,000	45,000	0				
265	Nebo Plateau RWS Subproject 13	GSDM		Nebo	Nebo Plateau RWS Subproject 13, Nebo South RWTW Phase 1 (17ML/day)	GSDM	102,351	2009/10	0	0	0	0	9,600	92,751		
266	Nebo Plateau RWS Subproject 16	GSDM		Nebo	Nebo Plateau RWS Subproject 16, Nkadimeng and Mphanama Extensions (NSD05/06)	GSDM	4,000	2009/10	0	4,000	0	0				
267	Nebo Plateau RWS Subproject 17	GSDM	Makhuduth amaga	Nebo	Nebo Plateau RWS Subproject 17, Masemola to Mooiplaas (NSP01/02)	GSDM	9,500	2009/10	5,500	4,000	0	0				
268	Nebo Plateau RWS Subproject 18	GSDM	Makhuduth amaga	Nebo	Nebo Plateau RWS Subproject 18, Nebo South RWTW Phase 2 (18ML/day)	GSDM	31,319	2009/10	0	0	31,319	0			29.7251348521956	- 25.1368520916985

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
269	Arabie East BWS (Proposed Feasibility)	GSDM	Makhuduth amaga	Arabie	Arabie East BWS (Proposed Feasibility)	GSDM	61,500	2009/10	1,500 10,000	10,000	20,000	20,000	10,000		29.6908 914090 448	- 24.7756 666818 205
270	ORWSDP: Nebo Plateau Update of Master Plan (LPRNew)	GSDM	Makhuduth amaga	Nebo	ORWSDP: Nebo Plateau Update of Master Plan	GSDM	0,850	2009/10	0,850	0	0	0	0			
271	Household Sanitation	GSDM	GSDM	GSDM	Household Sanitation	GSDM	330,000	2009/10	0	110,000	110,000	110,000			29,5907 328076 667	- 25.2761 573064 742
272	WSDP Update: 2008	GSDM	GSDM	GSDM	WSDP Update: 2008	GSDM	0,900	2009/10	0	0,300	0,300	0,300				
273	Upgrading basic sanitation to waterborne systems in dense settlements	GSDM	GSDM	GSDM	Upgrading basic sanitation to waterborne systems in dense settlements	GSDM	140,000	2009/10	0	0	40,000	100,000				
274	ORWRDP De Hoop Dam	GSDM	GSDM	De Hoop	Construction of De Hoop Dam appertunant works	GSDM	1,300,000	2009/10	800,000	100,000	400,000	0			29.0095 946870 699	- 23.5934 954964 516
275	ORWRDP Bulk Raw Water (2B-2l)	GSDM	GSDM	GSDM	Bulk Raw Water Distribution from De Hoop Dam to Olifantspoort and Flag Boshielo to	GSDM	2,300,000	2009/10	100,000	200,000	500,000	500,000	500,000	500,000	29.0095 946870 699	- 23.5934 954964 516

NO	PROJECT NAME	DISTRICT MUNICIPALITY	Local Municipality	Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		IMPLEMENTATION PERIOD AND BUDGET					CO-ORDINATES	
								F/Y	Budget	2010/11	2011/12	2012/13	2013/14	2014/15	X	Y
					Pruissen											
276	Rooipoort Dam Scheme	GSDM	GSDM	Rooipoort	Rooipoort Dam Scheme	GSDM	0	2009/10	0	0	0	0			29.0095946870699	-23.5934954964516
277	Loskop/Moretele Bulk Water Supply	GSDM	GSDM	Loskop	Loskop/Moretele Bulk Water Supply	GSDM	0	2009/10	0	0	0	0			29.0095946870699	-23.5934954964516

9.4. PARASTATALS AND STATE OWNED ENTERPRISES

9.4.1. LIBSA

NO	PROJECT NAME	PROGRAMME	MUNICIPALITY	PROJECT DESCRIPTION/ TYPE OF STRUCTURE	OUTPUTS	ESTIMATED PROJECT COST	EXPENDITURE TO DATE (IF ANY)	PROJECT JURATION	
								START	FINISH
1	Establishment of training centres in Waterberg and Sekhukhune	Technical Training	Waterberg and Sekhukhune	Training Centres with administration blocs and training workshops	2 Training Centres	R15mil	Zero	2010	2013
4	Acquisition of fleet	Corporate Services	All Districts	Fleet acquisition	20 vehicles	R5mil	Zero	2010	2011

10. INTEGRATION PHASE

This chapter reflects a summary of the various sector plans that the district has developed. The integration phase serves to ensure that all proposed projects and programmes are in line with the existing sector plans.

The integration process requires that all sector plans are in place. The following are the existing sector plans which have been developed by the district municipality:

10.1. SPATIAL DEVELOPMENT FRAMEWORK

In terms of the Municipal Systems Act, an SDF is a component of an IDP. The act requires that it be compiled to give effect to the IDP. It is a legal framework that is desired to implement an IDP. It sets out objectives that reflect the desired spatial form of the district.

The spatial development framework guides and informs all decision of the municipality relating to land use development and land planning. It guides and informs the direction of growth, major movement routes, special development areas and conservation of areas by:

- Indicating desired pattern of land use
- Addressing the spatial reconstruction of the location and nature of development in the district.
- Providing strategic guidance in respect of the location and nature of development in the district.
- Indicating where public and private land development and infrastructure development should take place.
- Indicating desired or undesired utilization of space in a particular area within the district.
- Delineating urban edge.
- Identifying areas where strategic intervention is required.
- Indicating where priority spending is required from a district point of view/scale for municipal but for district wide projects.

GSDM has recently compiled a review of the SDF. The reviewed SDF is in place and has identified the following spatial development objectives and principles:

- To actively protect, enhance and manage the natural environmental resources in the municipality in order to ensure a sustainable equilibrium between the mining, tourism and agricultural industries in the area.
- To optimally capitalize on the strategic location of the District by way of strengthening internal and external linkages within provincial and regional context.
- To utilize the natural environmental and cultural historic features in the District as anchors from which to promote ecotourism and conservation.
- To maximally utilize the mining potential in the district by way of the development of the Dilokong Corridor.

- To promote commercial farming and food production along the Olifants River and Steelpoort River drainage systems in the District.
- To facilitate small scale and subsistence farming activities throughout the remainder part of the municipal area.
- To promote industrial/commercial development in the District with specific emphasis on agro-processing in the agricultural belt (Groblersdal), and mining/ore-processing in the mining belt (Tubatse).
- To create a strong east-west movement/development corridor in the District functionally linking the tourism precincts, mining belt and agricultural belt to one another, and to the markets of Gauteng Province along the Moloto Corridor.
- To supplement the District east-west corridor by way of three functional north-south corridors:
 - N11: Agriculture, Commerce
 - R583: Institutional, Residential
 - R33: Mining
- To ensure equitable access to social infrastructure and to promote Local Economic Development by way of an evenly distributed range of Multi Purpose Community Centres to be established throughout the District.
- To consolidate the urban structure of the district around the highest order centres by way of infill development and densification in Strategic Development Areas.
- To establish a functional hierarchy of towns and settlements in the District based on the regional function and spatial distribution of these centres.

10.2 LAND USE MANAGEMENT SYSTEM

Land use management system is a permutation of tools and mechanisms developed together in order to manage, control, influence and regulate the use of land. This system includes the IDP with spatial development framework as its component that scales down to a land use scheme and ultimately to the building plans. LUMS are put in place to effect a uniform system and procedures for land development and land use management and addresses the plethora and imbalances of the past.

GSDM has initiated a LUMS project for its local municipalities. The draft LUMS are in place. Promulgation of the LUMS has been hampered by the delay in the promulgation of the national land use management bill that provides for regulation of land use management.

10.3. LOCAL ECONOMIC DEVELOPMENT PLAN

The plan is based on identified development needs, opportunities and comparative advantages of the area, and guides the District Municipality to create and facilitate economic development, unlock the latent economic development potential, encourage private sector investment and job creation.

The plan is to be used as a tool by the District Municipality to ensure the dedicated and effective utilization of available resources to promote local economic development in a proactive and dynamic manner.

Implementation of this LED strategy urges (1) the need to establish the proposed institutional drivers. These establishments need to be accompanied by (2) a political ambition to ensure success. This ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. By including all of these (3) a political will, interest and communication are stimulated which, all together will contribute to the success of the strategy.

Another important aspect for successful implementation is (4) to ensure that all involved take ownership of the programmes and projects. Without the taking of ownership of a programme and/or project, success cannot be seen at the end of the tunnel. It is also important (5) to incorporate the monitoring and evaluation elements of the strategy into the performance management system of the Greater Sekhukhune District Municipality, to ensure accountability and responsibility for implementation and eradicate potential conflicts.

10.4. INTEGRATED TRANSPORT PLAN (ITP)

The Greater Sekhukhune District Municipality undertook a project to update the Integrated Transport Plan (ITP) for its area of jurisdiction during, whereby the final draft report was completed in March 2007. The report is still pending the Council approval. The ITP was prepared, as required in terms of section 27 of the National Land Transport Transition Act, No.22 of 2000 (NLTTA), as amended. The ITP attends to the public and private modes of transport, infrastructure, facilities and services. The Integrated Transport Plan constitutes a transport sector input into the IDP process.

For implementing the NLTTA, the Minister of Transport published the minimum requirements for the preparation of the ITP (Government Gazette No. R25245 dated 1 August 2003). This publication provides for the minimum requirements for the structure and contents of the ITP document.

A data collection process preceded the ITP. The aim of that process was to gain an idea of the current situation in the Greater Sekhukhune District Municipality (GSDM) in terms of transportation utility. One of the data collection process is called the Current Public Transport Record (CPTR). The final updated CPTR report was completed in November 2006. This included surveys of taxi operations at taxi ranks.

Subsequently, the Operating Licensing Strategy, Rationalization Plan and Public Transport Plan for the GSDM were updated, and are components of the Integrated Transport Plan.

Further research was done into road infrastructure development plans and operational plans, such as Road Safety, Travel Demand Management, freight and commodity flow

data collection and demographic data. The ITP and Land Development Objectives should be complementary.

The ITP indicates that GSDM should focus its efforts and resources on the following strategic components of transportation:

a) Capacity and Skills Development

- Training of officials in integrated transportation planning and land-use planning
- Recruitment of transport planners and engineers
- Procurement of consulting engineering services for consistent and continuous advice and for undertaking ad hoc projects

b) Addressing the Service Backlog

- Motivate subsidized public transport coverage in the GSDM with the objective of reducing the cost of travel
- Install public transport infrastructure such as shelters, lay-bys and inter-modal facilities
- Upgrade the road infrastructure and the streets between residential and business nodes, giving special attention to the Greater Tubatse Area.

c) Travel Demand Management (TDM)

- Manage congestion through TDM measures such as signalization, bus lanes, reversible lanes in urban areas and the upgrading of intersections
- Develop a non-motorized transport plan and implement projects.

d) Road Safety

- Develop a Central Communications Centre for incident management
- Perform road safety audits
- Address hazardous locations
- Motivate law enforcement at strategic locations

e) Conduct Education and Communication Campaigns

The way forward is to submit motivations for the prioritized projects in the Integrated Transport Plan (ITP) and the Integrated Development Plan (IDP). The construction and maintenance of public transport facilities and roads are in most cases labour-intensive, and are appropriate mechanisms to promote job creation.

10.5. Integrated Waste Management Plan

The purpose of this Integrated Waste Management Plan (IWMP) is to enable Sekhukhune to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

Implementation requires that Sekhukhune move away from traditional “end of pipe” solutions (the dominant practice in South Africa) that focus on waste after it has been generated: Collection – Transport – Land-filling.

National policy requires municipalities to implement an IWMS where the focus is on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potential harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a landfill.

Integrated Waste Management is based upon waste generators acting responsibly by separating their waste at source (the point of generation) and then properly recycling, storing and disposing of the different parts of the waste. Government must ensure that there is waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. Thus, Integrated Waste Management combines personal responsibility with government service delivery. Appropriate education and training is required for everyone.

A key element of the IWMS is home use of organic waste (composting or animal feed) as this eliminates the need for collection, transport, treatment and disposal of as much as 50% of the waste stream.

Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a landfill site. In the IWMS will create new forms of safe employment with better remuneration while education and training enables salvagers to take advantage of new career path.

Alternative solutions

The Feasibility Study describes two options for the waste management system in Sekhukhune. Only option 2 contains key elements for an IWMS. Option 1 presents a strategic with “end of pipe” services and shows the potential costs of waste management in Sekhukhune without incorporating integrated strategies.

An overview of all options is shown in the table 77 below.

Table 77: Strategy Options

	Core elements Waste Management Strategy			Integrated strategies	
	Collection	Transport	Disposal	Recycling	Treatment
Option 1	House to house service provided by the Municipality	Operation of collecting points and transport with trucks and donkey carts (rural areas) provided by the Municipality	Rehabilitation and/or operation of 7 landfill sites according to DWAF's MR Rehabilitation and closure of 15 dumpsite	On the landfills by private contractors	No composting MBWT may be considered

Overview of feasibility options

These projects have two fundamental economic flaws:

Income is derived from the sale of salvaged recyclables only. The value gained by the municipality in reduced land fill costs is not seen as linked to the project and the salvagers do not receive any portion of this value.

In end of pipe salvaging, waste is first mixed at source and then transported by the municipality to the land fill where it then has to be separated and transported once again. The added costs significantly reduce the revenue available to the salvagers.

10.6. Integrated Environmental Management Plan (DIEMP)

Integrated Environmental Management Plan (IEMP) is a plan with a holistic framework that can be embraced by all sectors of society for the assessment and management of environmental impacts and aspects associated with an activity for each stage of the active life cycle, taking into consideration a broad definition of environment and with the overall aim of promoting sustainable development.

The founding principles of the IEMP are the following:

- Integrated approach.
- Informed decision making.
- Holistic decision making
- Alternative options.
- Continual improvement.
- Community empowerment.
- Equity.

- Accountability and responsibility.
- Adaptation.
- Dispute Resolution.
- Global Responsibilities.
- Environmental Justice.
- Institutional Co-ordination.
- Polluter Pays.

This document is not yet approved by Council. To avoid long term accumulated negative effect, the District has started implementing some of the recommendations mentioned in the document. The plan is developed from the involvement of interested and affected parties, the responsible authority, in ensuring the protection of its citizens while taking forward economic development. It should be emphasized that consultation with the other regulatory authority and sectors is pivotal in ensuring association with the plan for proper integration.

The GSDM IDP, Limpopo State of the Environment Report, Limpopo Employment, Growth and Development Plan (LEGDP) and the IDPs of the five Local municipalities (which are under the direct control of the District) provided the framework for the development of this three-year (2001-2010) Integrated Environmental Management Plan (IEMP).

The development of this plan was based on the following protocol:

- Identification of the environmental activities and priorities performed by sectors of the municipality and its five local municipalities.
- Clustering of common functions.
- Setting of goals and objectives.
- Documentation of strategies.
- Identification and development of the environmental programmes.
- Development of projects.
- Development of the management strategy for all the levels of the projects.
- Identification of role players.

This IEMP has set the basis upon which the development of the GSDM environmental policy and the GSDM State of Environmental Report is formulated. This policy will be important in guiding the other ecosystems plans.

10.7. AIR QUALITY MANAGEMENT PLAN (AQMP)

The Greater Sekhukhune District Municipality (GSDM) in line with the Department of Economic Development, Environment and Tourism in the Limpopo Province (DEDET) has developed a Draft Air Quality Management Plan (AQMP) for the GSDM.

The overall goal with the Plan is to manage, reduce and/or eliminate the generation and significant negative environmental impact(s) of all known air pollutants in their area of jurisdiction.

The AQMP will be used to reform the by-laws regulating air quality in order to protect the quality of the air in the GSDM and to minimise the impact of air pollution emissions on neighbouring districts, yet allowing ecologically sustainable and justifiable economic and social development. By compiling an AQMP, the GSDM will comply with the relevant requirements of the National Environmental Management Air Quality Act 39 of 2004.

The object of the National Environmental Management Air Quality Act 39 of 2004 is;

(A) To protect the environment by providing reasonable measures for –

- (i) The protection and enhancement of the quality of air in the Republic;
 - (ii) The prevention of air pollution and ecological degradation; and
 - (iii) Securing ecologically sustainable development while promoting justifiable economic and social development; and
- (B) Generally to give effect to [Section 24\(b\)](#) of the Constitution in order to enhance the quality of ambient air for the sake of securing an environment that is not harmful to the health and well-being of people.

The specific objectives of generating this Plan are to:

- Ensure the identification of significant air pollutants;
- Control the emission of air pollutants;
- Implement planned Air Quality Management strategies;
- Achieve acceptable air quality levels throughout GSDM;
- Promote a clean and healthy environment for all citizens within GSDM;
- Minimize the negative impacts of air pollution on health and the environment; and
- Promote the reduction of greenhouse gases so as to support the district's climate change protection programme.

10.8. WATER SERVICES DEVELOPMENT PLAN

Residential consumers of water

- 42% of Rural consumer units are below the RDP standard;
- 100% of Rural farmland units are estimated to be below the RDP standard;
- Although no reliable information is available it is estimated that 90% of rural scattered and 20% of rural dense consumer units are below the RDP standard.

Residential consumers of sanitation

The following situation exists within rural areas:

- Rural Dense: 40% below the RDP standard;
- Rural Village: 75% below the RDP standard;

- Rural Scattered: 90% below the RDP standard;
- Rural Farmland: 95% below the RDP standard.

Future trends and goals

- The goal of the Sekhukhune WSA is to provide everyone with an adequate and reliable supply of water and to manage the water supply services in an affordable, equitable and sustainable manner.
- The target is that 30% of the RDP backlog in water supplies and 50% O and M deficiencies are to be eliminated by Dec 2008. 100% coverage should be achieved in 2012.
- The sanitation target is to eliminate 30% of the backlog by 2010, 50% by 2015 and 100% by 2016.
- VIP latrines (properly designed and constructed including **fly-screens**) will be the standard solution to sanitation for most consumers outside the defined Growth Points, including low cost housing schemes.
- The RDP backlog and O and M deficiencies in water-borne sanitation systems are to be eliminated by Dec 2008 and on-site dry installations, VIP latrines, are to be provided to all households by Dec 2016.
- On-site monitoring of Groundwater is to be instituted on all Groundwater Supply Schemes that have on-site sanitation by 2015.

Strategic Gap Analysis

- Monitoring of water supply quality is to be introduced on all schemes. Data to be collected on a Sub-Scheme basis. Little or no data is currently available.
- Ground water quality is to be implemented on all groundwater schemes where there is on-site sanitation (dry or wet). No data is currently available.
- Lack of a single data base for water schemes.
- Groundwater data being held up due to non – submission of GRIP data base.
- Transfer of Schemes and ex. DWAF staff to WSA and local Wasps is proving to be problematic, due in part to an oversupply of unskilled operational personnel on the one hand and a shortage of skilled personnel, engineers, technicians and scientists on the other.
- Shortage of engineers and technicians to design, implement, manage, monitor and evaluate schemes.

Implementation Strategy

- An O and M budget allocation for on-going refurbishment and defective and badly maintained infrastructure has been allowed.
- Focus will be placed on labour-intensive construction methods for refurbishment, maintenance and water supply projects.
- A water demand management programme is to be initiated.
- The sanitation programme to be increased to meet the sanitation targets of 13 068 units per year.
- Abstraction rates and water quality to be monitored for all groundwater resources.

- Effective control of discharges from all WWTW within SDM to be developed and initiated.
- A management model to be developed for the 546 villages, over 40 sub-water scheme areas and thousands of boreholes within the SDM. The fundamental approach for SDM must be decided within the Section 78 process.

10.9. DISASTER MANAGEMENT PLAN

The main purpose of the Disaster Management Plan (DMP) is *inter alias* to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP is in line with national policy (National Disaster Management Framework), which requires the following:

- The compilation of a Disaster Management Framework (policy).
- The execution of a detailed disaster hazard, vulnerability and risk assessment.
- The compilation of disaster risk reduction measures.
- The compilation of appropriate Standing Operating Procedures (SOP's).
- Establishment of a District Disaster Management Centre (DDMC).
- Establishment of a Disaster Management Advisory Forum.
- Capacity Building, training and awareness programmes.

Hence, to accommodate the above-mentioned requirements, the DMP for Greater Sekhukhune District Municipality (GSDM) comprises various plans, namely;

- District Disaster Management Framework (policy).
- Disaster Hazard, Vulnerability and Risk Plan.
- Disaster Risk Reduction Plan.
- Disaster Response and Recovery Plan (SOP's and checklists).
- District Disaster Management Centre Plan.
- Guidelines to establish the Disaster Management Advisory Forum and Volunteer Contingent.

10.10. PERFORMANCE MANAGEMENT SYSTEM

10.10.1. Introduction

The Greater Sekhukhune District Municipality has institutionalized the Culture of Performance Management among its Political Office Bearers, Councilors and its Administration. This has ensured that the service delivery is administered in an economical, effective, efficient and accountable manner.

Performance Management System and the IDP process are seamlessly integrated. Whereas the IDP fulfils the planning stage, Performance Management in turn fulfils the implementation, management, monitoring and evaluation of the IDP.

It is critical to note that PMS should provide a mechanism and facilitate an increased accountability between the following role players:

- The Community and the Municipal Council
- The Political and Administrative components of GSDM.
- Each department and the office of the Municipal Manager

Furthermore, PMS does facilitate learning and improvements by outlining the approaches bring the desired impact to enable GSDM improve delivery. Also that PMS forms the basis for Monitoring, Evaluation and Improving IDP implementation.

PMS provides early warning diagnostic signals of the potential risks that are likely linked to implementation of the IDP. Such timeous information on risks enables facilitation of interventions.

10.10.2. Principles of PMS

The following principles have successfully been the core foundation of PMS processes:

Table 78: Principles of PMS

Principle	Intervention
Ownership and Support	The PMS should be owned by the municipality and supported by other spheres of government.
Participatory	The system must place the GSDM community at the centre of local government processes
Linkage/Integration	Performance Management system must be linked to the IDP Framework. PMS and IDP complement each other, therefore PMS planning phase must occur within the IDP/Budget planning phase.
Compatibility	The PMS must be developed and implemented within available capacity and resources. It must be user-friendly enabling the municipality to manage it within its existing institutional and financial resources.
Alignment	The system must align to other municipal activities and allow for joint responsibility and accountability.
Fair and objective	Performance management will be founded on fairness and objectivity in the recognition of poor or good performance.
Decision making	PMS decision making processes will not be used to victimize or give an unfair advantage to an individual or group of people.
Politically Driven	The political principals must buy in and participate and take a lead in development and implementation of the system.

10.10.3. Roles and responsibilities

Table 79: The following are Roles and Responsibilities of various stakeholders critical to the implementation of PMS and are outlined as follows:

Stakeholders	Planning	Implementation	Monitoring & Analysis	Reviewing	Reporting
Executive Mayor	1. Facilitate development of IDP and PMS		1. Receive monthly reports on implementation of PMS	1. Review performance of MM quarterly	1. Report on organizational performance to the Council
Municipal Manager	1. Assign overall planning of PMS 2. Manage development of departmental managers performance management systems, 3. Manages development of subordinate's performance management systems.	1. Oversee implementation of PMS alignment with other systems. 2. Manage implementation of subordinate performance measurement systems.	1. Evaluate reports from HODs. 2. Propose adjustment on the basis of report. 3. Identify underperformance in respect of department and employee performance.	1. Use audit report to evaluate performance. 2. Assess performance according to plans. 3. Propose measures for improvement. 4. Assess subordinates performance quarterly.	1. Submit Performance reports to: -Council -Council Committee -Community, on quarterly basis.
IDP COMMITTEE	1. Co-ordinate and manage PMS 2. Report to Council on PMS 3. Assign PMS responsibility to MM.			1. Receive reports from internal audit committee. 2. Make recommendations based on the reports.	1. Receive quarterly and annual reports and make recommendations to management.
Staff	1. Participate in developing Departmental plans. 2. Participate in developing own performance measurement	1. Execute individual plans	1. Report on performance to line managers.	1. Participate in review of departmental plans and own performance and make necessary adjustment.	1. Submit reports on performance to line managers. 2. Receive reports on own performance from HODs.
Council Committee	1. Make inputs in divisional plans 2. Responsible for public participation			1. Review divisional plans 2. Participate in quarterly review of committees.	1. Receive departmental reports. 2. Receive performance reports from MM. 3. Make recommendations to council.
Council	1. Assign PMS responsibility to IDP committee. 2. Adopt PMS Framework, Indicator and Set		1. Appoint Audit Committee. 2. Monitor Municipal Performance.	1. Review Municipal Performance reports and make recommendations on performance of departments, MM,	1. Submit annual report to Auditor General/ MEC. 2. Receive reports from MM. 3. Receive reports from

	targets. 3. Ensure PMS is in line with IDP			and Executive Mayor, and Executive Committee.	performance audit committee.
Internal Audit Committee			1. Develops reporting procedures.	Assess: 1. Functionality of PMS. 2. PMS complies with the Act. 3. Reliability in measuring performance. 4. Audit performance measurement of municipality.	1. Submit reports to performance audit committee,
Audit Committee			1. Develop reporting procedures and formats. 2. Develop code of conduct for its members.	1. Receives reports from the internal audit committee. 2. Make comments on reports.	1. Submit reports to the council.
Auditor General			1. Ensures legal compliance.		1. Receives annual reports. 2. Represented in the council when annual report is adopted.

10.10.4. Accountability structure during the review process

Table 80: Accountability structure during the review process

Lines of Accountability	Review role/Input
Supervisor and Municipal Manager	Review performance of employees reporting directly to them (quarterly)
Line/Functional Managers	Review performance of their respective functional areas(Monthly)
Standing/Portfolio Committees	Manage and review performance of sectors and function respective to their portfolios.
Executive Management (Section 57) Teams	Review performance of the organization constantly(monthly)
Executive or Mayoral	Review performance of the administration
Council	Review the performance of the Municipal Council, Its Committees and the Administration.
The Public	Review the performance of the Municipality and Public representatives (Councilors).

It is critical to note that Organizational Performance is integrally linked to that of the staff and Council performance. The two cannot exist independently without concerted and aligned PMS processes. The relationship between staff performance and Council performance starts from the planning, implementation, monitoring up to review of PMS.

11. CONCLUSION

It is required that sector plans should be reviewed annually with the IDP in order to incorporate new changes and developments in the district. The district has reviewed the Water Services Development Plan, District Spatial Development Framework, and also developing the Environmental Management Plan as well as Air Quality Management Plan.

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